

DEC. 7, 1956

FIFTY CENTS

# Sales Management

THE MAGAZINE OF MARKETING



How to Remember Names and Faces  
by Dr. Bruno Furst

Page 38

Wanted: A Reducing Diet  
For Business Letters

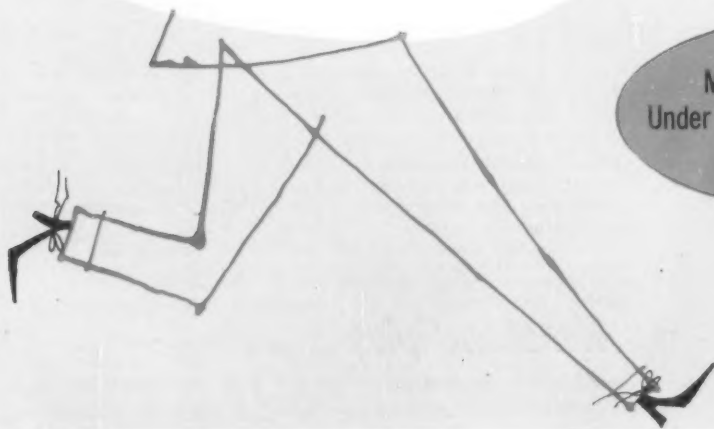
Page 46

**This Year...**

**\$100,000,000**

**for Electrolux?**

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More Purposeful Sales Calls  
Under U. S. Steel Supply's Control Plan

Page 56

A BILL BROTHERS PUBLICATION

MEET THE MAN  
BEHIND THE AD CAMPAIGN  
THAT DID EVERYTHING  
BUT **SELL!**



Now wait a minute—don't get the wrong idea. It *could* have been a great campaign. Plenty of hard-selling headlines that pounded home the theme... copy that told the story in fascinating fashion... layout and illustrations art directors dream about... media selection in the right space, and at the right time.

**So nothing happened! How come?**

The pay-off at the counter was missing. No Merchandising at the Point-of-Sale.

Our business is Merchandising at the Point-of-Sale. We've had more than 50 years' experience in this one vital field of advertising. We've designed and produced point-of-sale merchandising programs of every kind, to meet every retailing need. We can do the same for you!

Contact our nation-wide organization today. We'll show you how your hard-selling ideas can be developed into practical point-of-sale merchandising programs that *create* traffic—that *sell* more merchandise for you.

We'd like to send you our handy "IDEA FILE" and illustrated brochure with Suggestions to help you sell. They are **FREE**. Mail your request to Chicago Show Printing Company, 2660 N. Klidare, Chicago 39.



Trademark Mystik Registered.

## ***Merchandising*** at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels
- Econo Truck Signs • Booklets and Folders • Molded Plastic

"McCall's has more  
than ever before!"



## McCall's Use-Tested Tag Program now expanded to include home furnishings and other products



**T**HE TREMENDOUS selling success of McCall's Use-Tested Tag Program in the appliance field has led McCall's to expand this program to embrace many other products—including certain types of home furnishings and equipment, building materials and package goods.

During the past year more than 3,000,000 new appliances, representing 73 different products of leading manufacturers, have featured the familiar red-and-white McCall's Use-Tested Tag.

When this tag or label appears on a product it signifies that the product has been put through a series of rigid use-tests in McCall's super-equipped test rooms, and has earned the recommendation of McCall's editors: *We used it, and we like it!*

And now, with McCall's Use-Tested

Tag Program expanded to include selected home furnishings and other products, more and more manufacturers will be able to make use of this great new merchandising and selling aid to help build consumer confidence in their products.

McCall's expanded Use-Tested Tag Program is one more example of how McCall's offers advertisers *more* today than ever before. For the full story of the expansion of McCall's Use-Tested Tag Program, ask a McCall's representative for the facts.

# McCall's

*The magazine of Togetherness  
reaching more than  
4,750,000 families!*

### McCall's is bigger than ever before

- More circulation
- More full color pages
- More advertising
- More fashions
- More editorial pages
- More flexibility
- More pictures
- More home furnishings
- More food
- More new ideas for better living



as seen by  
JOHN BURGOYNE

**T**here is probably no more standard item on the American table than mashed potatoes. But their preparation is quite a bit of work, what with the steamy job of boiling and mashing, and anything that cuts down the labor ought to be welcomed by busy housewives. A magician of the kitchen, with a touch of a spud-wand, produced a packaged, flaked mashed potato that required only the addition of hot water to equal the efforts of the best potato-cook extant. The spud merchant enlisted Burgoyne to run panel tests in Louisville, Dayton and Indianapolis, and the time-saving novelty caught on with harried housewives in a great hurry.

\* \* \*

**The old man** may spend a lot of time and money trying to save his vanishing hair-line, but *real* care is needed with the tender locks of sonny-boy, just turned twelve months. Baby shampoo has to be a very pure and superior article, because no one can take a chance on getting *him* permanently bald before his time. A maker of toiletries for His Royal Majesty the American Baby perfected a shampoo that was a mother's delight—left Junior's hair clean and fluffy without any Harmful Effects. Burgoyne panel-tested it in Columbus, Rockford and Cincinnati; found a worth-while market. Want to know how special promotions will affect your sales? Burgoyne is the lad to tell you. Write, wire, phone or send up a flare.



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

# Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77

NO. 13

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

December 7, 1956

## In This Issue . . .

### ADVERTISING

#### What's Wrong with Bank Advertising?

96

Cold? Stuffed-shirt? Aloof? Not Humah?

. . . as seen by pseudonymed Howard Holman, an Advertising Agency Executive.

. . . as seen by M. G. Reade, Advertising Director, Valley National Bank, Phoenix, Ariz.

### CORRESPONDENCE

#### Wanted: a Reducing Diet for Business Letters

46

Looking for ways to cut costs? Put your wordy, flabby correspondence on low-calorie regime: more meat, less lard. A letter expert gives the rules. When you finish reading this article, look back at the letters you dictated yesterday.

### DEALER RELATIONS

#### Upgrading of Dealers Pays Off for Mueller, by James M. Johnston

50

The company now carefully screens dealer prospects to eliminate those who do not have facilities and merchandising skills to make area-quotas. An article for any company seeking improved performance at the retail level.

### NEW PRODUCT

#### He's Cooking with Microwaves!

85

President Alan P. Tappan of 76-year-old Tappan Stove leads Atomic Age revolution in cooking with electronic range now priced hundreds of dollars above conventional gas and electric types—and is making sales.

### PACKAGING

#### The Best in Aerosol Packages

90

### PERSONAL IMPROVEMENT

#### How to Remember Names and Faces, by Dr. Bruno Furst, Director, School of Memory and Concentration

38

Rare is the sales executive or salesman with the gift of instant recognition of names and faces. Can such a skill be learned? Yes, says Dr. Furst. He explains how.

SALES MANAGEMENT



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### SALES CONTROL

#### More Purposeful Sales Calls under U. S. Steel Supply's Control Plan, by K. P. Rindfleisch, Vice-President, Sales, U.S. Steel Supply Division, U.S. Steel Corp.

Simplified call reports consolidated for management provide both home office and salesmen with a current answer to "how are we doing?" Summaries enable superiors to help each salesman correct weaknesses.

### SALES MANAGEMENT

#### This year... \$100,000,000 for Electrolux? by Lawrence M. Hughes

President Walter Dietz ascribes the company's dominance in its industry to: (1) well-engineered product; (2) direct sales setup; (3) enlightened concept of salesmanship and service; (4) "our treatment of non-buyers." (Don't miss the story of the star salesman whose territory is in the Maine potato country.)

#### Put Your Policies in Writing for Your Salesmen! by William C. Dorr

Here's a way to lift morale, head off misunderstandings and provide a solid basis for a harmonious and effective relationship between home office and field. Eskay's manual—as a for instance—has ideas for content, treatment.

### SALES PROMOTION

#### Baumritter Sells Texans with Vermont Lore

This firm's "Ethan Allen Festival" in Joske's, Houston department store, brought Green Mountain tradition and \$120,000 in sales to the Lone Star state. Now the show will hit the road. Pass this one on to your sales promotion manager.

### SALES TRAINING

#### "I Fell off the Porch—but I made the Sale!"



Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

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Copyright, Sales Management, Inc., 1956.

DECEMBER 7, 1956



**NEW** products breed more **NEW PRODUCTS** like compound interest. They bring overnight changes in your markets... mergers, diversification, decentralization... and with each change **NEW SALES OPPORTUNITIES**.

Each **NEW PRODUCT** requires: **NEW** parts, **NEW** materials, **NEW** manufacturing equipment. Tomorrow's **NEW PRODUCTS** are today's **NEW MARKETS**.

These are the first four pages in a **NEW** 20-page brochure:

**YOUR MARKETS ARE CHANGING**, which tells how to find your new markets, sparked by new products. If you are looking for **NEW** markets—and who isn't?—at a cost of \$165 to \$175 a month, send today for your copy of this direction finder to all of the many rich new sales opportunities.

**Industrial Equipment News**

**IEN**

Thomas Publishing Company



461 Eighth Avenue, New York 1, N. Y.  
... Affiliated with Thomas Register

# BUY

NORRISTOWN, PA.

# FIRST

for Montgomery County

Last month some people had election victory headaches and some the other kind. Sales headaches are still around. So... as selling sales is our business and buying sales at the greatest profit is your business, take a look at this market where there's more money to buy. The Norristown Times Herald market practically guarantees success... Our average family income is \$1162, above Pennsylvania State average and \$1504, above U.S. average. Total market \$200,000,000 in retail sales.

Over \$51,461,000 in Grocery Sales  
Managers and Clerks of Food Fair, Penn. Fruit, Acme, A&P, Independent Assn., Schuylkill Valley Grocers, Unity Frankford, Montco Stores, etc., must be sold. Sell all their customers and them too, with advertising in Montgomery County's leading newspaper.

As Norristown goes, so goes the extra buying in Montgomery County, influenced primarily by Montgomery County's number one newspaper, The Times Herald. Our early Season's Greetings to you and may your sales headaches be fewer in 1957. Need we say "Buy Norristown first"?

THE

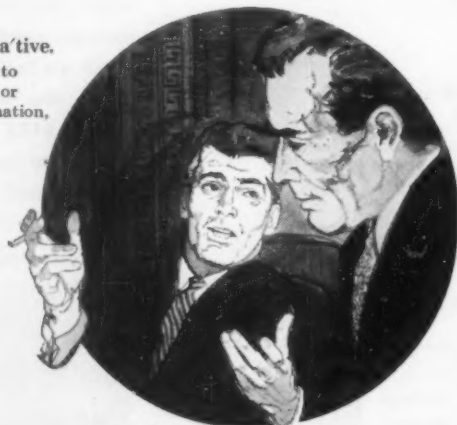
# Times Herald

NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency

**com·mu'ni·ca'tive\***  
*is the word for the Newsweek reader*

\*  
com·mu'ni·ca'tive,  
adj., Inclined to  
communicate or  
impart information,  
ideas, etc.



**Newsweek**

*The Significant Magazine  
for America's  
Communicative People*

# Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

EDITORIAL

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**FEATURE EDITOR**  
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**Subscription Manager**, C. V. Kohl  
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Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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**Treasurer**, Ralph L. Wilson

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McClenaghan

**Bill Brothers Publications** in MARKETING  
(in addition to Sales Management): Sales  
Meetings, Tide, Premium  
Practice. INDUSTRIAL: Rub-  
ber World, Plastics Technol-  
ogy. MERCHANDISING: Fast  
Food, Floor Covering Profits,  
Grocer-Graphic, Tires and Yankee Grocer.



# Picture of Your Best Customer

Young families are far and away the best customers for food, home and baby products because they're at the one time of their lives when their needs and wants are greatest. Young families have new homes to furnish, and babies to feed, clothe and care for. And it's in the first few years of marriage that the refrigerators, washing machines and other appliances are bought.

Modern Romances magazine is read almost exclusively by the young housewives and mothers who do most of the buying for young families. Take a look at this picture of the typical Modern Romances reader, and you'll see why she's your prime customer today.

## THE MODERN ROMANCES READER



### SHE'S YOUNG

More than 7 out of 10 are under 35. Median age 25.7 years. Modern Romances has the highest percentage of women 18-25 of any magazine.



### SHE'S MARRIED

82.4% are married. 84.2% are housewives.



### SHE HAS YOUNG CHILDREN

72.5% of Modern Romances households have children. 22.4% have children under 2; 29.1% have children 2 to 4; 54.8% have children under 10.



### SHE HAS A BIG FAMILY

397 persons per hundred households . . . fourth highest of all magazines.



### SHE'S A SOLID CITIZEN

46.8% of Modern Romances families own their own homes. 20.7% have bought additional life insurance in the past year.

Source: Independent Consumer Magazine Report of Dr. Daniel Starch & Staff

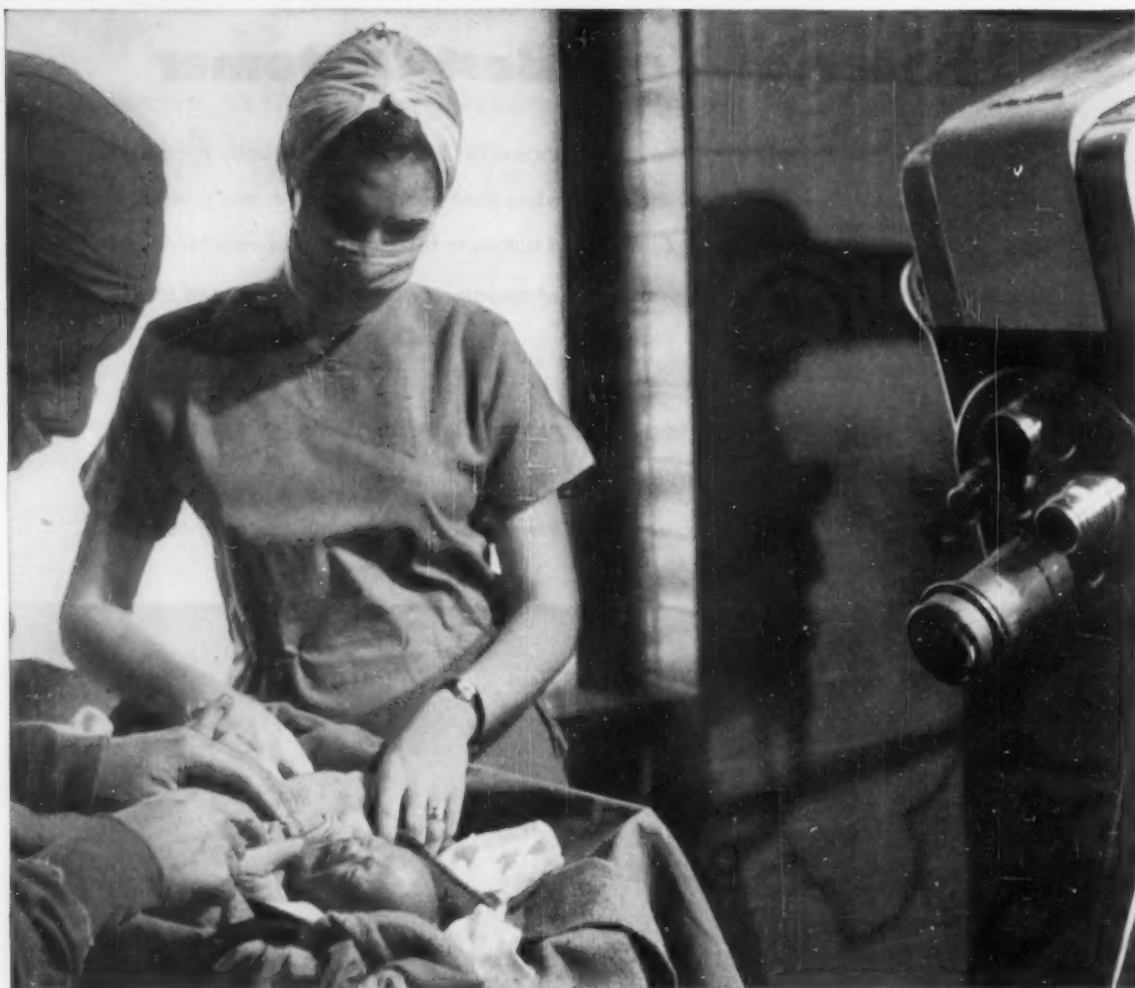
## MODERN ROMANCES

America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

DECEMBER 7, 1956

5



Unable to breathe adequately, this premature baby must have oxygen administered into its lungs. "Premies" represent from 5 to 10% of all births, and 50% of fatalities among the newborn. New methods like this are keeping infants as tiny as 1 pound 8 ounces alive and able to develop naturally



## TELEVISION: from the premature babies' nursery, Baltimore's Sinai Hospital

**T**HIS TELECAST described the new methods which are helping to save premature babies.

This is one of a series dealing with new medical techniques in the treatment of mental disease, of diabetes, rehabilitation, anesthesiology and so on.

These telecasts come from leading medical schools and hospital research centers.

*To make these broadcasts possible* the schools and hospitals, obviously, have had to see the educational value of the series.

Their sympathy with the purposes of the series has led them, with the American Medical Association, to give their wholehearted co-operation.

To be of value, of course, these programs have had to be *authentic* portrayals of the new techniques under discussion. The doctors, the nurses, the patients—all are real.

"Medical Horizons," as this television series is called, was developed with CIBA Pharmaceutical Products Inc. by the J. Walter Thompson Company to meet very special and professional problems. *It is produced and directed by J. Walter Thompson Company.*

### J. WALTER THOMPSON COMPANY

New York, Chicago, Detroit, San Francisco,  
Los Angeles, Hollywood, Washington, D. C., Miami,  
and principal foreign markets



## EDITORIALS

### Our Cheerful Soothsayers

We're moved to suggest that every sales executive take a long and thoughtful look at the newly released Government estimates of new construction for next year.

If you are an optimist, they will confirm your judgment. If you're a nervous-Nellie pessimist, they will bolster your courage.

A record \$46.4 billion in new construction for 1957 is forecast in a joint release from the Commerce and Labor Departments. This would represent an increase of 5% over 1956 estimated totals.

Housing will fall off slightly, but, even so, a million new homes will be started in the coming year.

Privately owned utilities will account for a record \$5.8 billion, with big lumps going to natural gas pipelines and electric power facilities. Private industrial construction will continue to expand. Public construction is expected to jump 12%, with notably heavy investment in highways, schools, sewer and water facilities.

Seldom before has there been reflected, in any single group of statistics, a higher degree of confidence in the opportunities that lie in the immediate and long-range future. We are living in a fabulous economy, and not too many of us realize it.

Even the most cautious qualified economists see high volume construction as a major stabilizing influence in maintaining a robust state of health in business. The reason is obvious: much of the current and forthcoming construction investment is big in concept, big in money risk, but it's based on most careful appraisals of the long-range outlook, and such projects are not likely to be delayed or defaulted in completion short of a third world war.

Let's agree the economic outlook for 1957 is encouraging. But let's also remember that we still have a competitive system in which the rewards are never automatic, but go to those who are aggressive in promotion and creative in their sales thinking. Even a booming economy provides no free ride to dividends. The fact that a state of boom exists means only that business management has vastly increased opportunities to benefit from skillful sales strategy.

### When We Buy, Do We Forget What We Preach When We Sell?

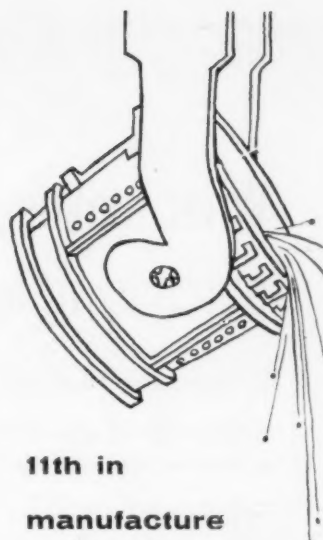
Manufacturers of quality products and their salesmen spend a whale of a lot of time explaining to prospects the folly of overlooking the more satisfactory and lasting benefits of quality and buying wholly on the basis of price.

But these same companies, in the role of buyers, often exhibit the same price-mindedness they deplore when they're on the selling end of a transaction.

This attitude is nowhere more evident than in management's approach to the purchase of outside consulting and creative services of one kind or another.

Let's look at a case in point. Consider these figures developed recently in a survey by Advertising Publications on policies and practices followed by manufacturers in selecting film producers and placing film business.

One question: "In selecting a film producer, what do you consider to be the most important factors?" A dozen or more were mentioned, but four were singled out by the 148 respondents for special emphasis. They were (with number of votes for each): service (81); creativity (80); experience (77); personnel (76). These were the factors, remember, rated as "most important."



### 11th in manufacture of primary metals


Among the television markets foremost in the manufacture of primary metals, the Channel 8 Multi-City Market ranks eleventh, based on production figures for America's top 100 counties (SALES MANAGEMENT "Survey of Buying Power"—May 10, 1956).

## wgal-tv

LANCASTER, PENNA.

NBC and CBS

**Channel 8 Multi-City Market**



Harrisburg  
York  
Hanover  
Gettysburg  
Chambersburg  
Waynesboro  
Frederick  
Westminster  
Carlisle  
Sunbury  
Martinsburg

Reading  
Lebanon  
Pottsville  
Hazleton  
Shamokin  
Mount-Carmel  
Bloomsburg  
Lewisburg  
Lewistown  
Lock Haven  
Hagerstown

**316,000 WATTS**

STEINMAN STATION  
CLAIR McCOLLOUGH, Pres.

Representative

the **MEEKER** company, inc.

New York  
Chicago

Los Angeles  
San Francisco



## What makes a purchasing agent?

It takes more than you think.

Knowledge of materials, products, processes and equipment?

Yes, this is important, but it's only a part of what makes a purchasing agent.

Knowledge of prices, trends, economic factors?

Again, Yes. But again that's not all...

What really makes a purchasing agent is an understanding of purchasing methods like these:

Systems for organized purchasing

Departmental organization

Purchasing policies

The ethics of purchasing

Record keeping—vendors, prices

Inventory control

Contract law

Value analysis

Cost reduction techniques

Research methods in purchasing



## What makes PURCHASING

PURCHASING Magazine is edited for purchasing agents by men with purchasing experience.

Each issue helps readers keep up not merely with prices and processes, but also with the *methods* that are the life blood of the purchasing function. Each issue is integrated to cover all phases of purchasing. That's why you'll find articles like those listed on this page in PURCHASING Magazine—month after month.

### VALUE ANALYSIS

cost reduction—purchasing  
research—purchasing engineering

Three Ways to Organize for  
Value Analysis

Cost-Volume Relationship

Purchasing Research at U. S. Steel

Reducing Overhead Costs through  
Purchasing

Value Analysis in the Smaller  
Company

Cost Reduction Clinics

Purchasing Aids in Value Analysis  
for the Customer

### ECONOMIC FACTORS IN PURCHASING

How A Guaranteed Annual Wage  
Affects Purchasing

Are We Headed for More Inflation?

How Can Industry Cope with  
Material Shortages

Do Industrial Mergers Help or  
Hurt Purchasing?



## the methods magazine for industrial buyers?

### FORMS, PROCEDURES, EQUIPMENT

Handling Variances in Purchased Material Costs  
Time-Saving Intercom Systems  
Developing Flow Charts  
Short Cuts Speed Sperton's Buying

### GOVERNMENTAL PURCHASING

Uncle Sam's Buyers Have A Blacklist  
Filing Code Based on Commodity Classification  
A Tabloid History of Federal Procurement  
Government Purchasing and Competition

### INVENTORY CONTROL & STORES OPERATION

A Working System for Stock Control  
Statistical Method of Inventory Control  
Automatic Ordering Procedure

### PRODUCTS, PROCESSES

Cutting Cost of Parts by Investment Casting  
How to Select Fire Extinguishers  
Buying Industrial Lubricants  
Oxide Coatings Protect Metals from Heat  
How to Buy Stainless Steel  
New Standards for Taps  
New Products and Cost Saving Ideas

### PACKAGING

Better Protection and Lower Packaging Costs  
Packaging for Safe Arrival

Peelable Plastic Protection for Precision Parts

### POLICIES

The P.A. Faces Reciprocity  
Dealing with Mill Supply Houses  
Certification of Quality Minimizes Inspection  
Make-or-Buy Policies  
Responsibility for Defective Material  
Automotive Vehicles—Lease or Buy?

### PURCHASING, GENERAL

How Advertising Affects Purchasing and Distribution  
Purchasing Helps Make Company Policy—Argus Cameras, Inc.  
Legal Features of Auction Sales  
Automation Comes to Purchasing  
Building a Purchasing Department from Scratch  
Design for Expansion  
Purchasing's Part in Overcoming Food Damage  
What the P.A. Can Learn from Market Research  
Picking, Placing and Paying Personnel  
Purchasing Forms—Republic Aviation Corp.  
Salary Incentives for Purchasing Personnel  
Purchasing Rounds Out Scientific Management  
Purchasing System for A Small Company  
Purchasing to Assure Uniform Quality and Flavor

### PURCHASING AND SALES

How Good Salesmanship Can Help the P.A.  
Purchasing's Relations to Vendors  
Delivery Promises and Performance

### PURCHASE LAW

Non-Signer's Rights Under Fair Trade Agreements  
Legal Decisions Affecting Purchasing  
Liability for Inaccurate Instructions  
Validity of Oral Contracts

### STANDARDIZATION

What the P.A. Wants from the Engineer in Standardization  
Better Values through Standardization  
Manufacturing Chemists Adopt Standard Container Specifications

### TRAFFIC

Traffic Guide Provides Economy and Control  
Air Freight—A New Concept for Purchasing

# PURCHASING

MAGAZINE **NSP** **BPA**

205 East 42nd Street  
New York 17, N. Y.  
a Conover-Mast Publication



## What makes a newspaper great?

Among the more picturesque sights on view in Europe last summer was a covey of 35 young American females fluttering through art galleries, opera houses and assorted ruins behind a harried, middle-aged male with an anxious expression.

The Leaning Tower of Strength in this crusade for culture was John K. Sherman, art and drama critic of the Minneapolis Star and Tribune. Sherman's charges (a whole busload of them) were members of American Youth Abroad's Fine Arts Tour. And through Sherman's eyes, camera and battered typewriter, thousands of Upper Midwest stay-at-homes got the flavor and fun and thrills of the girls' 2-month, 11-country European tour colorfully recounted by John K. in a memorable and hilarious series of travel articles and reviews.

Between head-counting and roll-

calling, he pointed his pen at jumbo events like the 28th Biennial Art Exhibition in Venice and the Berlioz Requiem in Salzburg—conducted by good friend Dimitri Mitropoulos, former conductor of the Minneapolis Symphony Orchestra. He found a touch of home in Amsterdam, where Rembrandt's "Lucretia" hangs in the Rijksmuseum—on loan from the Minneapolis Institute of Arts to help celebrate the 350th anniversary of the Dutch master's birth.

And he saw and heard the little things, too—the sign on the trash barrel in Edinburgh that read, "The amenity of our streets is recommended to your care" . . . the Lancashire lad who sang devoutly of "David Crockett, king of the wild frontyah" . . . the tour member who busily knitted a sweater with the German instructions on one knee, a German-English dictionary on the other. Mixing fun with the arts is

easy for John K. He believes the arts *are* fun, and he is dedicated to sharing that fun with his readers.

Like so many of the men and women who staff these newspapers, John K. Sherman brings to his craft human warmth and amiability, vigor of thought and felicitous writing skills; qualities which have earned for the Minneapolis Star and Tribune the respect and high regard of the largest newspaper audience in the 223 counties of the great Upper Midwest.

Copr., 1956, The Minneapolis Star and Tribune Co.

**Minneapolis**  
**Star and Tribune**  
EVENING MORNING & SUNDAY

**625,000 SUNDAY • 495,000 DAILY**

JOHN COWLES, President

SALES MANAGEMENT

Now look at the replies to another question, directed to the same group: "How does your company generally select a producer?" Answer: 29% said they request bids on each job and award contracts on a purely competitive basis.

They call for qualified personnel, excellent service, ability to do creative thinking, and a solid background of experience . . . then three out of 10 buy on price.

How's that for inconsistency?

## He's Grooming Salesmen for You

The shortage of sales manpower continues despite valiant efforts of Robert A. Whitney, president, National Sales Executives, Inc., and the Sales Executives Clubs throughout the nation. Yet the job to be done by the sales profession has never been larger in terms of service to our people.

Many of us are inclined to look down our noses at the people engaged in direct selling. But we wonder how many companies can point to the kind of concrete program which one of the direct selling companies, Vita Craft Corp., the Kansas City maker of waterless aluminum cookware, is now engaged in.

For 14 weeks this past summer, Vita Craft placed over 750 college men in the field of selling Vita Craft cookware door-to-door. These young men not only made a good summer living for themselves, and learned a great deal at first hand about the values and drawbacks of a selling career, but they also won college scholarships.

Of the 750 college men who were summertime salesmen 190 won Vita Craft scholarships valued at \$100 to \$300, representing a Vita Craft payment of more than \$35,000 to the colleges in which the young men are enrolled. In 1955 over 600 college men took part in summertime selling and Vita Craft paid \$27,000 in scholarships.

Vita Craft's program, now in its 10th year, saw 20 men reach the coveted goal of \$10,000 or more in sales of cookware. Last year, only 10 men made the Ten Grand Club.

The top college salesman sold \$23,566 worth of cookware, and he did it the first time he had tried selling. Further, three of the 1956 Ten Grand Club members were repeats from 1955.

The college scholarship program has a special appeal for Glen S. Slough, president, Vita Craft, who began his own career selling cookware in the summer of 1914, when he led the state of Kansas with sales of \$2,014.

We salute Glen Slough for carrying out a program that attracts capable college students as summertime salesmen.

The sales manpower shortage today means that all firms that hire salesmen have a moral obligation, as well as a selfish opportunity, to join with all other firms and associations in building acceptance among bright young men and women for selling as a career.

If you are not familiar with the program, just launched by National Sales Executives, Inc., to interest farm youth in selling as a career, we suggest you write to Robert A. Whitney, National Sales Executives, Inc., 136 E. 57th St., New York 22, N. Y., for details.

No doubt many a sales executive, and many a successful salesman, is a graduate of the extraordinary fine sales training given by National Cash Register, and International Business Machines. There are many other companies that provide excellent sales training. But, unfortunately, too many firms still depend on hiring trained men from other firms. The pool from which all of us draw, however, is not as large as it should be to meet our total requirements. So it is up to each one of us to help all of us to develop specific programs which will make selling attractive as a career.

Excerpt from Starch 51st  
Consumer Magazine Report.



**93.8%** of all

**Elks** Magazine households surveyed own one or more automobiles. Each 100 **Elks** Magazine households own 122.4 automobiles.

In the car ownership classification, The **Elks** Magazine leads all others appearing in the report.

1,176,014 Elks comprise a mass market with class incomes the median of which is \$6,050. The Starch 51st Consumer Magazine Report gives the complete picture. Just write or phone to see a copy.

THE **Elks** MAGAZINE  
New York Los Angeles  
Chicago Portland, Ore.



everything is  
**UP** in  
**RIVERSIDE,  
CALIF.**  
**1,193,444**  
**Lines of  
Retail Grocery**

The Riverside Press & Enterprise publishes more retail grocery advertising than 3 of the 4 Los Angeles newspapers.

L. A. EXAMINER	840,593 Lines*
L. A. TIMES	1,348,630 Lines*
L. A. MIRROR-NEWS	935,700 Lines
L. A. HERALD EXPRESS	635,761 Lines

\*Daily and Sunday

**RIVERSIDE** **1,193,444**  
**DAILY PRESS** **Lines**  
**AND ENTERPRISE** **1955**

**RIVERSIDE**  
**PRESS and ENTERPRISE**  
RIVERSIDE, CALIFORNIA

An independent market 65 miles from Los Angeles.  
Representational nationally by Doyle and Hawley.





W. D. Burnett, first vice president, Monolith Portland Cement Company

## “Daily conference calls tie our widely scattered offices together”

“Co-ordination of sales and production is essential in selling cement,” says W. D. Burnett, of Monolith Portland Cement Co. “And with plants and offices spread from Laramie to Los Angeles, the fastest way to co-ordinate is by telephone.”

Key men meet daily on a 9:30 a.m. conference call. “Just like meeting around a table,” accord-

ing to Mr. Burnett, “but faster, far less expensive. Helps us produce at the lowest cost, ship from the nearest plant. Most of all, it makes for better teamwork.”

*The telephone can help your business operate more profitably, too. A telephone representative will gladly tell you how. Just call your Bell Telephone Company business office.*

**BELL TELEPHONE SYSTEM**



### Conference Telephone Rates Are Low

Here are some typical daytime rates:

	First 3 minutes	Each added minute
Three-way call: Los Angeles, Laramie and Denver . . . . .	\$4.00	75¢
Four-way call: Chicago, Milwaukee, Omaha and St. Louis . . . . .	\$4.00	75¢
Five-way call: New York, Boston, Pittsburgh, Baltimore and Trenton, N. J. . . . .	\$5.50	\$1.00

Add the 10% federal excise tax.



## LETTERS TO THE EDITORS

### 'Which-Hunter' Draws Bead on 'New Yorker' Promotion Director Phil Ewald's Relative Clause

#### 'fuddy-duddy old rule'

EDITOR, SALES MANAGEMENT:

Re Mr. Ewald's [Phil Ewald, promotion director, *The New Yorker*] bafflement (Letters to the Editors, Sept. 7, p. 15):

It's the comma that makes the difference, isn't it? I believe I recall a fuddy-duddy old rule that makes

"So far in 1955-56, 32 books have already been published, all or part of which first appeared in *The New Yorker*" mean

"So far in 1955-56 [a total of only] 32 books have been published, and all or a part of each one first appeared in *The New Yorker*."

Without that last comma, the concluding clause would have restricted the coverage of the sentence to only 32 books out of all the books that may have been published in 1955-56.

Come to think of it, even Webster says a comma *must* not be used in such a case. (Webster's New Collegiate Dictionary, p. 1149, col. 1.)

If the copy writer had had an elderly teacher—she likely would have studied that quaint old subject, grammar—I believe she would have suggested that he revise his sentence somewhat on this order:

"So far in 1955-56, 32 books that first appeared in *The New Yorker*, in whole or in part, have been published" or

"So far in 1955-56, 32 books that first appeared, in whole or in part, in *The New Yorker* have been published."

Either places the restrictive relative clause "that first appeared in whole or in part in *The New Yorker*" close to its antecedent "books." Of course, "which" could be used instead of "that" in the relative clause, but I happen to be a "which-hunter" and go along with H. W. Fowler (*Modern English Usage*, p. 634, "Relation between 'that' and 'which,'" feeling that "that" is a better choice than "which" in a defining relative clause,

(Mrs.) Clio C. Norris

Assistant Director  
Bureau of Business Research  
The University of Georgia  
College of Business Administration  
Athens, Ga.

#### Josephs Think Benefits

EDITOR, SALES MANAGEMENT:

To Mr. Ray Josephs—

Whenever my boss, the advertising director, receives a magazine or piece of correspondence he feels will either be informative or of interest, he passes it along for me to read. Therefore, it was only natural that I should be given the Oct. 19 issue of *SALES MANAGEMENT* featuring your article, "Why You Have So Little Time to Think" (p. 110).

I certainly was impressed with the job you did on this subject, especially the section regarding secretarial assistance. Fortunately my boss and I follow a procedure similar to the one outlined by you. I only hope other executives will benefit by your thinking.

Elsie Bohling

Binney & Smith Inc.  
New York, N. Y.

#### 'Thank You, Alex Osborn'

EDITOR, SALES MANAGEMENT:

Perhaps your readers would be interested in hearing of the results of a brainstorming session conducted by myself at a recent sales meeting.

We publish several external house organs, and leads for articles from our salesmen are very important to the welfare of these organs. We were also wondering what we could do to improve the house organ, *Fansteel Metallurgy*, which is the organ concerned with the particular division that was having the sales meeting.

A brainstorming session strictly following BBDO-Brainstorming practice was conducted. Two questions were asked in two separate sessions.

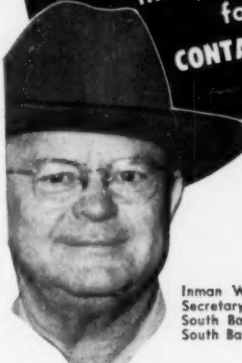
Fifty-six ideas were culled from one session and 42 from the other for a total of 98 ideas, all showing possible merit.

One week later a panel, none of the members of which were on the brainstorming panel, evaluated the ideas. As a result, 18 of the ideas were accepted. Since then these 18 ideas

(continued on page 17)

Like to open  
a  
\$650,000 package?

**SOUTH BAY GROWERS**  
spend that  
much annually  
for  
**CONTAINERS!**



Inman W. Weeks  
Secretary-Manager  
South Bay Growers, Inc.  
South Bay, Florida

... and like most leading  
members of the \$7-billion Fresh  
Fruit and Vegetable Industry —

### They read the Packer—regularly!

An amazing growth—even for flourishing Florida—is that of South Bay Growers, Inc., whose shipments now are more than 5 times greater than in 1947, with no material increase in acreage!

Constantly improved methods of growing, packing, shipping are both cause and result of this growth. South Bay Growers last year spent \$650,000 for vegetable containers... more than \$500,000 for fertilizers, insecticides and seeds.

South Bay Growers both buy and sell through *The Packer*. As Inman Weeks told *The Packer* representatives: "We're always looking for new methods, new equipment, and better products. That's why we read *The Packer*."

Reach the leaders of the Fresh Fruit and Vegetable Industry where they read—in *The Packer*—weekly new publication of the industry. (Average net paid circulation for 12 months ending June 30, 1956, ABC, 16,421.)

**Packer Produce Ads Produce Profits!**

**THE PACKER PUBLISHING CO.**  
201 Delaware Kansas City, Mo.  
also publishers of

**POULTRY AND EGGS WEEKLY**

# action in



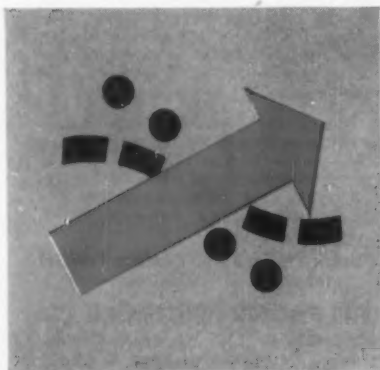
**SOME ARE FRUSTRATED . . .**



**BUT SOME ARE UNOPRESSED**

*You, too, can* **MAKE**

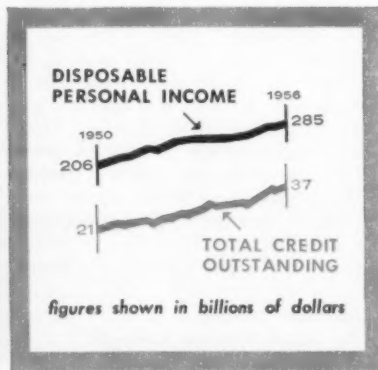
*Because it offers practical help to busy executives,  
14,145 reprints of this article were ordered in four weeks from*



**NEW FORCE SHAPES BUSINESS FUTURE.** This penetrating article (page 31, November Nation's Business) tells why setbacks in two or three big industries no longer need trigger a general slump. There's a diversity in our economy never known before . . . and a huge rise in individual spending.

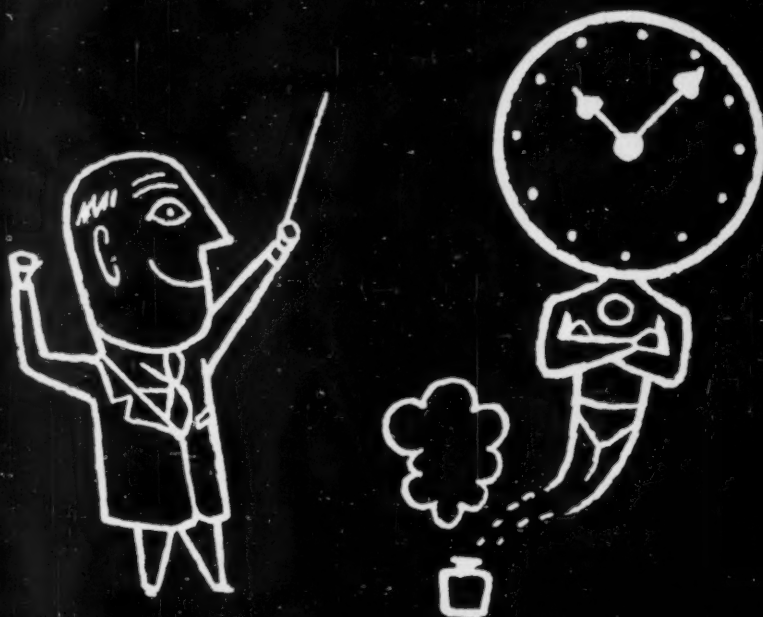


**6 STEPS TO EXECUTIVE SUCCESS.** The average executive dangerously overestimates his ability at his most important function—getting things done through people. This useful, down-to-earth article on page 84, November Nation's Business, isolates and discusses the six fundamental requirements for the job.



**CREDIT OUTLOOK: NEW FIELDS AHEAD.** The nature of consumer credit is changing radically. More people are using it for more things. And it is likely to increase faster than the economy as a whole. See page 36, November Nation's Business, for an eye-opening, full-scale analysis.

# business



## THE TIME YOU NEED

# Nation's Business

The better you handle time, the better executive you are. To help you make time your servant, October Nation's Business presented six rules suggested by a study of successful men: (1) Decide what you want from your time—what your goals are; (2) plan carefully *on paper* how you will use your time; (3) put in time where it counts—don't sidetrack yourself; (4) delegate well; (5) concentrate on one thing at a time; (6) respect time.

The volume of requests for reprints (at 5¢ each) quickly demonstrated that the article had hit home. This is a Nation's Business habit, born of its consistent editorial emphasis on business leadership, government problems, national issues—the three basic concerns of business owners. On the average, Nation's Business receives paid orders for more than 10,000 of its editorial reprints *every week*.

Because it meets the needs of its special audience so successfully, Nation's Business is building an outstanding record of response for advertisers, too. Of its 776,287 subscribers, 580,000 are the men who actually own American business—the owners, partners, presidents of manufacturing concerns, banks, retail and wholesale establishments, every type of business nationwide. Among general business magazines, *only* Nation's Business has the big circulation necessary to cover the vast business market.

For the first 11 months this year, advertising lineage was up 22% over last—a gain every single month. Action in business results when you advertise to the men who own American business . . . in Nation's Business.

Reprints of "Make the Time You Need" available on request.

Nation's Business

**776,287 PAID CIRCULATION**  
(A.B.C.) including 74,716 executives of business members of the National Chamber of Commerce and 701,571 businessmen who have personal subscriptions.

**ADVERTISING HEADQUARTERS:**  
711 THIRD AVENUE, NEW YORK 17, N.Y.

Washington • Chicago  
Philadelphia • Detroit • Cleveland  
Los Angeles • San Francisco



**is the key to the sea**

Ninth largest port in the U. S., Toledo is the center of a billion-dollar market now. What will it be when the St. Lawrence Seaway is completed? Keep your sights trained on Toledo, the key to the sea.



**and  
the**



## **are the key to the BILLION DOLLAR TOLEDO MARKET**

When you think of Ohio, think of Toledo, the third largest Ohio market in food, drugs, autos, liquor, filling station sales, and

total retail sales. And of course the Toledo newspapers are the key to this \$1,222,296,000 market. There are no duplicate keys.

*Ask for THE BIG PLUS. If you want to inform and stimulate all local marketing factors for your next campaign, just ask us for THE BIG PLUS.*

**TOLEDO BLADE** *Daily and Sunday.* **TOLEDO TIMES** *Morning*

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.



## LETTERS

have helped us to get a larger quantity of high caliber articles for our publication.

Not only was our immediate objective accomplished, but the session so impressed our salesmen that they have become much more aware of the important part they play in getting leads to us, for articles for our very valuable publication.

Thank you—Alex Osborn.

R. G. Christophersen

Advertising Department  
Fansteel Metallurgical Corp.  
North Chicago, Ill.

### Brainstorming in Ceramics

EDITOR, SALES MANAGEMENT:

May we respectfully request your permission to reprint in *Ceramic Industry* the article, "What's This Business of Brainstorming and Creative Thinking All About?" from the July 6 issue of *SALES MEETINGS* (p. 32)? Full credit will be given to SALES MANAGEMENT as the source of the material.

One of the firms in our field (Owens-Illinois Glass Co., mentioned in the article) is well known for its use of the brainstorming technique and interest in the process is very high in the ceramic industry. A brief mention of it in our "Newsletter" column has brought forth a stream of inquiries.

Kenneth A. Brent

Associate Editor  
*Ceramic Industry*  
Chicago, Ill.

### Sales Personnel Salaries

EDITOR, SALES MANAGEMENT:

In view of your recent publication in which you published executive sales managers' salaries ("Current Earnings of Sales Executives," Aug. 17, p. 25), I was wondering if any further information would be available concerning sales personnel.

We are interested in having some indication of adequate remuneration for a regional or district sales manager for the Chicago region. We feel this should be commensurate with companies such as Master Electric, Reliance Electrical & Engineering

(continued on page 21)

DECEMBER 7, 1956



... when you ship via **SLICK**

Whether your salesmen are going into new markets or coming back to old ones, they close the sale faster when they offer SLICK airfreight delivery. For SLICK service means these extras... overnight coast-to-coast delivery; safe, completely up-to-date inventories; and minimum uncrating problems. And, SLICK's delivery charges are comparable with surface rates — recently reduced as much as 58%; SLICK's \$1.00 minimum is the lowest in the industry; and SLICK's superior service pays off in lower insurance rates and fewer claims to process.

Faster one-call sales come your way when your shipping goes SLICK!



Certificated, Scheduled Air Carrier • Member ATA

**SLICK** *airways inc.*

3000 N. Clybourn Ave., Burbank, Calif.

Domestic and International Air Cargo • Airmail • Air Express • Overseas passenger Charter





Dore Schary, Head of M-G-M Studios, tells how:

## "I send Liz Taylor home every night!"

"'Raintree County' is colossal in every respect — including its problems! Shooting schedules have to be kept. Release dates have to be met. Over \$5,000,000 is at stake!

"Yet, each night we have to send Elizabeth Taylor's 'rushes' — and all the others, too — from location in Kentucky back to Hollywood for processing. Then, re-take if necessary — or go ahead.

"We never slipped off schedule — thanks to Air Express!

"With Air Express picking up the cans of film, flying them out immediately, meeting them by radio-controlled truck for faster delivery — this major problem was solved without a single delay!

"And yet, most of our shipments cost less than any other air service. 15 lbs., for instance, Lexington, Kentucky, to Los Angeles, California, is \$10.91. It's the lowest-priced complete air service by \$1.09!"



# Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY



**SUPPORTING EVIDENCE THAT.....**





**...YOUR PRODUCT BELONGS ON NBC RADIO!**



All these products, and more, have been advertised on NBC Radio during this past year. Why? Because on NBC Radio they get the wide coverage, low cost and repetitive impact that modern marketing demands.

Take NBC Radio's MONITOR, for instance. It offers 6-second, 30-second and one-minute participations. And in just four weeks' time, this unique weekend radio service reaches one out of every four homes in the United States—for

as little as 28¢ per thousand listeners! MONITOR is just one of the outstanding availabilities that are currently open to you on the NBC Radio Network.

Get in touch with your NBC Radio Network sales representative today and discover how NBC Radio can start the sales orders piling up for you!

**NBC RADIO NETWORK** a service of 

SALES MANAGEMENT

## LETTERS

Co., or possibly Louis Allis of Milwaukee.

If this type of information is not available or cannot be divulged by your organization, would you have any suggestion as to where some approximate figures could be obtained?

J. A. Slayton

Controller  
Marathon Electric Mfg. Corp.  
Wausau, Wis.

► In connection with our recently published study of sales executives salaries we did not get additional information covering lower echelons of sales personnel. However, Dartnell Corp., 4660 Ravenswood Ave., Chicago, has a report on this subject.

### Sales Thunder over Chicago

EDITOR, SALES MANAGEMENT:

This is to request permission to reprint two articles from recent issues of SALES MANAGEMENT.

The articles in question are: "Retail Salespeople: Hopelessly Indifferent, Or Just in Need of Help?" (Sept. 21, p. 117) and "Why Doesn't Brainstorming Always Seem to Work?" (SALES MEETINGS, Oct. 5, p. 54). We would send these reprints to several hundred retail store executives in the Chicago area as part of our regular monthly mailing of items of interest to these people. We would, of course, give SALES MANAGEMENT full credit.

Robert S. Harms

Promotion Department  
Chicago Daily News  
Chicago, Ill.

### Making a Speech?

EDITOR, SALES MANAGEMENT:

In my opinion, the Gene Flack (sales counsel and director of advertising, Sunshine Biscuit, Inc.) article in the Oct. 5 issue is one that should be read by any man who ever has to make a public speech. (*Editor's Note:* The reference is to "What I've Learned from My 11,000 Speaking Engagements," p. 28, Part II, Oct. 5 issue).

John M. Wilson

Vice-President, Sales  
National Cash Register Co.  
Dayton, O.



Need help?  
...it is available for the busy  
advertising manager and agency man

So! You've got problems! Need new ideas! Need more eyes—more ears—more fingers!

A copywriter at Lubbock develops an effective and different kind of copy... operation of your newspaper co-op program is below your standards—maybe a bit wasteful... you'd like a rating on "position" of your national newspaper ads...

How do you see... how do you know... how can you keep abreast of these things without building up a lavish high-overhead department? Many advertising managers and agency men are doing it with ACB Newspaper Research Services like these:



#### UNDUPLICATED COPY SERVICE

Keeps you posted on new sales ideas, copy themes, premiums, new advertisers, etc. You specify the kind of advertising you wish

to see if, as, and when it appears. ACB will "spot" it and send you tear sheets of each different piece of copy.



#### CO-OP ADVERTISING SERVICE

Checks, measures, verifies your allowance advertising—including rates billed. Where desired, Advertising Allowance Service can take care of all work up to and including statements on your own printed forms for your

approval and payment. Approved by chain store and independent operators as well as manufacturers. Eliminates correspondence and friction between manufacturer and outlet.



#### POSITION REPORTS

Used by many advertisers and advertising agencies to determine the position accorded advertisements by page number of

the newspaper; section; nearness to certain features; position of ad on page, etc. Used by many leading agencies.

**ADDITIONAL SERVICES:** 11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.



**The Advertising Checking Bureau, Inc.**

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

**ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER**

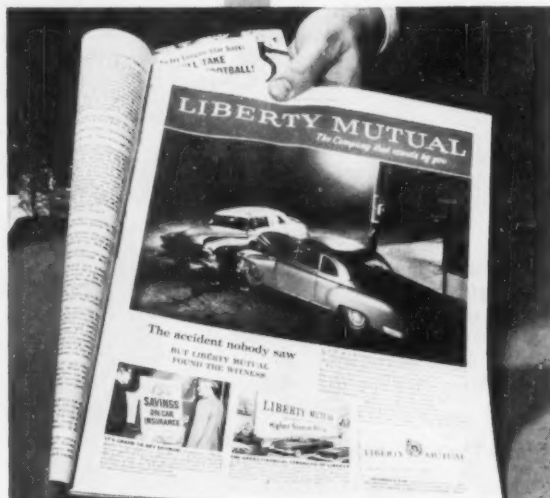


# BBDO Newsletter

- 1 STICKLERS
- 2 READERSHIP LEADERSHIP
- 3 "TRADE MARK"
- 4 WHITE CHRISTMAS



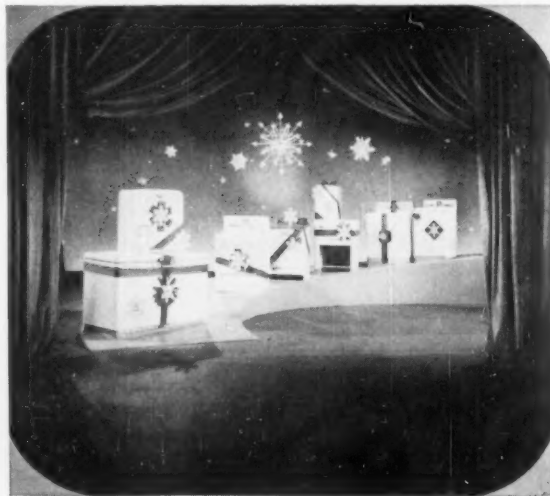
**1 STICKLERS**—little riddles with rhyming answers—mix pleasure with the business of advertising Lucky Strikes to college students. For example, one ad asks, "If you have a Lucky, what else do you need?" Somewhere in the copy is the answer, "Match, Natch." Students are invited to send in their own Sticklers for publication and cash prizes. Enthusiastic response indicates that Lucky Strike Sticklers really sell swell.



**2 THE ACCIDENT** nobody saw made an advertisement that almost everybody saw—and read, too. Liberty Mutual Insurance Company came to BBDO more than 21 years ago. And during all that time, in survey after survey, Liberty Mutual ads have shown up among the best read and best remembered. BBDO is proud to be associated with *The Company that stands by you*—a theme, incidentally, created by BBDO Boston.



**3 MIGHTY SMALL**, but mighty important to BBDO clients, are "Trade Mark" ads in telephone books. That's why BBDO service now includes a specialized media group to work on "Trade Mark" exclusively. In addition to providing centralized placement of ads in U. S. and Canadian directories, the group handles everything from market research to promoting "Trade Mark" tie-ins by local salespeople and distributors.



**4 ORIGINATED** by U. S. Steel in 1954, "Operation Snowflake" (major-appliance promotion) opens its third season with TV commercials on the *United States Steel Hour*. Theme: "Make It a White Christmas... Give Her a Major Appliance." USS provides free promotion kit for use by everyone from appliance manufacturers to banks. Last year's tie-ins amounted to more than 2,000 pages of advertising in newspapers alone.

**BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising**

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO



## WORTH WRITING FOR...

### How to Make Sampling Work

"Draw your sample in such manner that the little world of your sample represents the characteristics of the big world you wish to study." This is the key idea in a non-technical Opinion Research Corp. explanation to give a better understanding of the way probability sampling works and why you can have confidence in its results. Discussed are statistical building blocks for area probability sampling; how randomness is secured in area probability sampling; practical uses; interview procedure. And to make organization of the sample easier, these five steps are outlined in detail: primary sampling units, stratification of primary sampling units, sample segments, sample households, sample respondents. Statistical terms are defined, and the accuracy of probability sampling is reviewed. For a copy of "Probability Sampling in Market and Attitude Research," write to Claude Robinson, President, Opinion Research Corp., Princeton, N. J.

### Supermarket Operations

Grocery manufacturers can now get news about their products in merchandising committee meetings introduced by *McCall's* to provide a monthly operations guide for supermarket executives. Developed in co-operation with leading manufacturers and retailers, the guide fills the need for a centralized repository of manufacturers' information on new products, promotions and tie-ins. It includes manufacturers' promotion worksheets; new products on the market; marketing, sales and research information; calendar of food events; listing of nationally advertised products. For your copy of "Merchandisers' Workbook," write to George Allen, Promotion Director, *McCall's*, 230 Park Ave., New York 17, N. Y.

### Los Angeles

A new market comparison study based on five Standard Metropolitan Areas: New York-Northeastern New Jersey, Chicago, Los Angeles-Long Beach, Philadelphia, Detroit. Los Angeles is America's third market in population, topped only by New York and Chicago. Since 1950 its population has increased 30% compared with New York's 9%. Chicago's 12%, Philadelphia's 11% and De-

troit's 17%. It is the first market in number of dwelling units; third in manufacturing employment—up 62% since 1950, and the third market in high income buying units. Included are comparative breakdowns of newspaper coverage (Los Angeles newspapers and top newspapers in the nation's top five markets): news and editorial content, home delivered circulation, weekday and Sunday circulation, quality of audience, rotogravure advertising, advertising gains in all major classifications, etc. For the full report, "The Los Angeles Market," write to Fred C. Selzer, Jr., Manager, The Market Research Department, *The Los Angeles Times*, 202 W. First St., Los Angeles, Cal.

### Selling in Small Business

Top sellers can develop in the smallest firm—without lengthy training programs and without depending on complicated research or expensive staff specialists. This is emphasized by Donald F. Mulvihill, professor of marketing, University of Alabama, in highlighting for small business owners and managers the fundamentals of improving personal selling. He discusses three elements which are needed: a customer-centered attitude, an appreciation of the importance of certain basic personal-selling skills, and administrative climate which encourages improvement. Copies of "Improving Personal Selling in Small Business" are available free from Small Business Administration, Washington 25, D. C.

### Hotel Alcoholic Beverage Sales

Sixteen leading New York City hotels have been surveyed to determine their actual sales for 1955 by brand in major categories. Several notable facts are revealed: Total sales for the year were up only slightly. Sales in the 16 hotels amounted to \$16,806,508, an increase of slightly more than one-half of one percent, or \$93,295. Nine hotels did less business, while seven showed a gain. Vodka and Canadian whiskey showed marked increases in popularity. Vodka sales were upped 99.38%. The dollar gain was \$216,103 over 1954. Vodka-type drinks have caught on in these 16 hotels but still account for only 2.58% of their sales. Canadian whiskey increased 14.43%, or \$141,699, and represents 6.69% of their

# FREE



**MEMBERSHIP DIRECTORY**  
for American Chain  
of Warehouses, Inc.

## The Leading Warehouses In 85 Major Markets

This Membership Directory will greatly simplify your work in connection with the distribution and storage of merchandise. It gives the name and location of each member, along with pictures of the facilities. It also supplies information concerning finances, types of storage, floor space, general facilities, insurance contents rate, and special services. To get your copy, simply return the coupon below.

**Get Distribution Costs  
Anywhere in The United States  
From Your Nearest Member**

OR

**CALL NEW YORK:** John Terreforte,  
Eastern Manager. Telephone Plaza  
3-1234, or write to 250 Park Avenue,  
New York City.

**CALL CHICAGO:** Henry Becker,  
Western Manager. Telephone Harrison  
7-3688, or write to 53 West Jackson  
Blvd., Chicago, Illinois.

### MAIL COUPON TODAY

for FREE copy of the Membership Directory  
for American Chain of Warehouses

NAME.....

TITLE.....

FIRM NAME.....

ADDRESS.....

CITY.....STATE.....

Detach and mail to:

**JOHN TERREFORTE**  
American Chain of Warehouses  
250 Park Avenue, New York, New York

F. W. Dodge Corporation and The  
are very glad to announce  
the knowledge, experience and  
in their service to the  
hospital professions. The separate  
publications and services  
we believe the already great  
by this pooling of

**THE MODERN HOSPITAL PUBLISHING COMPANY, INC.**  
919 NORTH MICHIGAN AVENUE, CHICAGO 11, ILLINOIS

The Modern Hospital • The Nation's Schools • College and University Business  
Hospital Purchasing File (Published by Purchasing Files, Inc.)

Modern Hospital Publishing Company  
an affiliation which combines  
facilities of the two organizations  
architectural, educational and  
entities of the organizations and their  
will be maintained, but  
strengths of each will be heightened  
publishing resources.



**F. W. DODGE CORPORATION**

119 WEST 40TH STREET, NEW YORK 18, NEW YORK

Architectural Record • Dodge Reports • Sweet's Catalog Service • Dodge Statistical Research  
Service • Dodge Books • Dodge Bulletins • Daily Pacific Builder (San Francisco) • Chicago  
Construction News • Denver Daily Journal • Real Estate Record and Builders' Guide (New York)



*At Christmas—*

**It's good business to give the finest**

Seagram's 7 Crown in its new Centennial Decanter and Seagram's V.O. are available at your liquor dealer's in handsome holiday gift cartons. Each is a superb business gift, for each is the finest and most popular whiskey of its kind.

**New Idea For Gift Giving—**You can send Seagram's 7 Crown and Seagram's V.O. to friends and business associates in 30 states. For information, contact: Beverage Gift Service, Dept. S-4, City National Bank Bldg., Beverly Hills, California. CRestview 1-6286.

**Give Seagram's and be Sure**

SEAGRAM'S V.O. CANADIAN WHISKY—A BLEND OF RARE SELECTED WHISKIES. SIX YEARS OLD. 86.8 PROOF.  
SEAGRAM'S 7 CROWN—BLENDED WHISKEY. 86.8 PROOF. 65% GRAIN NEUTRAL SPIRITS. SEAGRAM-DISTILLERS COMPANY, CHRYSLER BUILDING, NEW YORK, N.Y.



total business—yielding them \$1,123,452. Scotch whiskey increased 4.60%, or \$246,292—yielding them \$5,596,878. A copy of "1955 Alcoholic Beverage Sales in 16 New York Hotels" may be obtained by writing to Henry E. Lucking, Liquor Advertising Department, *The New Yorker*, 25 W. 45th St., New York 36, N. Y.

## Electronics

This industry has developed so fast that its future is now considered limitless. According to a recent analysis, electronics has a considerable number of technological revolutions under way, any one of which could have tremendous effect. Achievements made in the laboratory today will create new systems which promise to reshape home life, business methods and industry techniques. The industry's biggest growth came in the last decade. With the advent of TV and the increasing importance of military electronics, sales surged and should reach about \$11 billion in 1956, and on up to \$20 billion in the next decade. Covered in the analysis: the television and radio market; the Government market—biggest single customer of the industry; commerce and industry—where the greatest potential lies; investing in electronics; the future. Copies of "Electronics" are now available from William J. Tierney, Account Executive, Merrill Lynch, Pierce, Fenner & Beane, 70 Pine St., New York, N. Y.

## Metropolitan Oakland

A new study reports its population increase since 1950 to be 15.1%, making it the largest population center in Northern California, with over \$1¼ billion yearly in retail sales and yearly income over \$2¼ billion. It covers 1950-55 retail sales increase in five major groups—food, furniture-household, automotive, drug and general merchandise; 1955 retail sales; gas and electric appliance sales by dealers for the period of 1954-55; residential building permits for 1950 to 1955; manufacturing industries; annual payrolls of manufacturing plants in nine Bay Area counties, 1947 and 1954; comparative motor fuel consumption during 1955; comparison of motor registration in 17 leading states; 1955 new car sales in Alameda and Contra Costa counties; combined utilities gain, Alameda County, 1940-55. Copies of "Bright Spot" may be obtained from J. O. Wright, Advertising Director, *Oakland Tribune*, Oakland, Cal.



## Overcoats for Table Tops...

**WHEN YOU MOVE LONG-DISTANCE THE MAYFLOWER WAY**

► Whatever the pieces of furniture in any household, Mayflower has developed the safest methods and equipment for protecting them. Some pieces require special covers, like this dining room table. Others require special dollies, or trucks. Whatever is needed Mayflower provides it. This is just one of the reasons why you can put the greatest confidence in Mayflower for the safe delivery of household goods. It means peace of mind for the people you move... time saved for your company... and satisfaction for you! Call Mayflower next time!

**AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS**

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



**America's Finest Long-Distance Moving Service**

# YOUR Q FOR COLOR



COLOR doubles the audience of TV programs among COLOR set owners, and more than doubles the impact of commercial messages, according to a new study conducted jointly by NBC and BBD&O.

This study is confirmation of what COLOR advertisers using WNBQ, Chicago, already know. The first all-COLOR TV station is now presenting more than 30 hours of local COLOR weekly, and is selling in COLOR for more than 40 local and national spot advertisers.

One example of WNBQ COLOR-selling is "Adults Only," 55 minutes of delightful variety for Chicago grown-ups at the five o'clock hour usually reserved for children. "Adults Only" features Joe Gallicchio and his orchestra, the songs of Nancy Wright and Michael Douglas, and the deft emceeing of popular d.j. Tom Mercein.

In compatible COLOR and black-and-white, "Adults Only" can sell for YOU at a cost-per-thousand-viewers as low as 99¢. Take a "Q" from us and get the details today!

# WNBQ

NBC Television leadership station in Chicago

SOLD BY



**SPOT SALES**

# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**INCOMES UNDER \$2,500 SEEM MEAGER** by today's standards and prices. But, 26% of America's 55.5 million consumer spending units have Effective Buying Income of less than \$48 a week. (Source: *Sales Management's* May 10, 1956 "Survey of Buying Power.") No state in the union has more than 80% of its families earning more than this figure . . . and in eight states two out of five families earn \$0 to \$2,499 annually.

**What does this mean to marketers?** Should all but the makers of basic staples write off one-fourth of the population as "unsellable?" Can a family with a \$2,000- or \$2,500-a-year income buy TV sets and new automobiles, prepared foods and ball point pens? **Do** they buy such things? Are these millions of families—as one political party recently implied—really poverty-stricken? Or is there more to the story than the dollar income tells?

**Old folks** are likely to have low incomes and live comfortably, too! The Census Bureau says that 30% of \$2,000-and-under families are headed by a person over 65 years old. That would indicate that one out of four of our 14 million oldsters receives no income other than Social Security and small pension checks. But, with a paid-for house, furnished during a productive lifetime, this group can exercise remarkable discretion in spending. Savings are used to purchase products and services that incomes alone would not allow.

**Home ownership** is high among low-income families. This fact was brought out in a Federal Reserve Board study early this year which found that 40% of spending units with less than \$2,000 money income owned their own homes and 86% of these home owners were free of mortgage debt.

Reporting on the FRB study in an article on "Poverty" in its November issue, the First National City Bank's Monthly Letter on Business and Economic Conditions stated that nearly half of low-

income units have **savings** in the form of bank accounts. One-fourth had \$500 or more. One out of three was found to own an **automobile** and over 10% had purchased cars within the past year. More than a quarter had made a **major household purchase** during 1955—such as a TV set, washing machine, refrigerator or furniture—yet the proportion of the low-income group with consumer debt was lower than that of families with higher incomes.

**Farm families** comprise almost one-third of low-income units, the Census Bureau reports. Here, the First National City Bank says, "the availability of a rent-free home, garden plot and woodlot cuts down the need, in many cases, for substantial cash income." Real income and living standard of many of these families are higher than the money income would suggest.

**Temporarily depressed incomes**, states the FNCB, also account for a large group of low-income units. Prolonged illness, unemployment or business reverses in a family may cut current income, but do not necessarily reduce the living standard to that of a \$2,000-or-under family.

It would appear that the rate of turnover among low-income families is quite high. A private study in 1950 showed that 60% of those with sub-minimum incomes were experiencing a **temporary decline** in income during the year.

**Income is under-reported** in many instances, the Census Bureau admits. When reporting to a government agency, people seldom exaggerate their earnings. They are more likely to "forget" a few dollars. And when allowance is made for non-cash income and under-reporting of income, the actual number of \$2,000-and-under families is considerably reduced—perhaps as much as one-half.

**The marketer can conclude**—with a fair degree of justification—that while perhaps 6% to 8% of

## Significant Trends (continued)

U. S. families subsist year-in, year-out on minimum or sub-minimum incomes (due to physical or mental disabilities, race or language difficulties, lack of skill or education, or just plain shiftlessness), the remainder of the nation's families with relatively low cash incomes are **prospects for just about any product or service** in general use. There are more dimensions to a family's ability to buy than simply the measure of its annual dollar income.

**MARKETERS WANT MORE HELP** from media in merchandising the products they advertise. Television, the newest medium, has been a little slow to give it to them—at least by newspaper and magazine standards. However, that situation is on the mend.

Bill McClinton of WSTV-TV reports that this Steubenville, Ohio, station is about to issue a "merchandising directory" containing names and addresses of area chain stores, drug stores, groceries, department stores, hardware stores, wholesalers, jobbers. Advertisers will get further help from station mailings, newspaper ads, window streamers, in-store displays and station publicity.

Other TV stations are beginning to talk about merchandising assistance in the battle for sponsors. Marketers are weighing this valued aid along with ratings in arriving at media selection decisions.

**TWO KINDS OF "IMPULSE" BUYING.** Impulse sales in a Pittsburgh food chain totaled 53% of all purchases in a recent "Food Topics" study. That is, these purchases were not planned when the customer first entered the store. But—and this is a shocker—only 11% of the measured impulse purchases were actually based on emotional or "impulsive" reasons. The remaining 89% were determined by carefully considered motivations, which were resolved inside the store.

Before a customer selected a previously unplanned can of corn, chuck steak or box of cookies, she thought about it—**hard!** She considered quality, freshness, family appeal, price and convenience.

**Significant to food marketers** was the finding that the impulse buying pattern resulted in a greater

tendency to brand switches than did previously planned purchases. Only 9% switched brands on planned purchases, but 19% of impulse purchases resulted in a brand switch.

When a shopper has not previously planned to buy certain items, "Food Topics" pointed out, she is more prone to persuasion by full shelf assortments, attractive displays, special deals, contests . . . and is more likely to switch from a favored brand.

### BEHIND THE SALES TRENDS

**Auto financing** plays a vital part in car sales. Last year 15.3 million people bought automobiles—both new and used—and approximately 60% financed them. Auto credit paper outstanding at year-end exceeded \$14 billion.

**First-time buyers** of new cars totaled 2.5 million last year, illustrating a nation-wide upgrading of living standards.

**The credit bite.** Twelve dollars out of every \$100 of disposable personal income is earmarked for paying off time loans. However, indebtedness varies considerably from family to family. Better than half of U. S. families have no instalment debt at all. On the other hand, one family out of every eight is committed to paying its creditors 20% or more of its after-tax income.

**Retail outlets** for home furnishings increased 11,000 between 1948 and 1954, bringing the total to 91,797. Sales in 1954 were \$8.6 billion versus \$6.6 billion in 1948.

#### Retail Sales Map of U. S.

The handsome two-color retail sales map that appeared as a fold-out in Sales Management's November 10 issue has been reprinted as a 11½" x 15½" wall chart suitable for framing. The map was especially prepared to help sales executives visualize the relative size of their markets. States are distorted to show their proportionate share of 1955 retail sales. The map is based on Sales Management's estimates of last year's retail sales, as published in the May 10, 1956 "Survey of Buying Power." Maps are 50 cents each. Write to Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.



# This Year... \$100,000,000 For Electrolux?

President Walter Dietz won't say. But a lot of doors are opened by:

1. A well-engineered, constantly improved product.
2. A direct sales setup under which every salesman is in business for himself.
3. An enlightened concept of salesmanship and product service.
4. "Our treatment of non-buyers."

BY LAWRENCE M. HUGHES

"Ninety-five percent of the people who will become the proud owners of a new Electrolux today," says Walter Dietz, "had absolutely no idea of buying a new vacuum cleaner when they got up this morning."

As president of Electrolux Corp., New York, Dietz directs an army unofficially reported at 7,000 door-to-door salesmen across the U. S., whose ingenious and indefatigable ability to put ideas in heads and order books in hands builds 7,000 "individual businesses."

The fact that for 22 of its 32 years in this country Electrolux has led all other vacuum cleaners in sales suggests that its door-openers find plenty of pay dirt in the parlors of the nation's 46 million wired homes.

How much all this adds up to in corporate volume is still a well-kept secret. But some statistics may show the trend:

Since 1934 the factory's floor space at Old Greenwich, Conn. has been expanded eight times.

In the year ended last December 31 working capital (\$26.1 million) had multiplied three times and net worth (\$22.1 million) more than twice since 1946.

Customer instalment accounts receivable, or "easy payments," came to \$25,488,587, or 31% more than a year before.

In 1947, when the company was still struggling to meet "pent-up demand," combined commissions to salesmen totaled \$22,320,787. At the long-established Electrolux rate of 35% this meant a \$78 million volume.

Probably, 1956 sales will be around \$100 million—every unit of which will have been sold at full list price.

This volume is being done in vacuum cleaners and the service of them; in such accessories as attachments to scrub and polish floors, and in such home products as waxes, rug shampoo, dusting brushes, moth crystals, a mothproofener, Garment-Aire bags.

Current sales are being stimulated



Walter Dietz

His house-to-house salesmen don't wait for the cow to back up to be milked.

by a new Automatic Electrolux. This features lighter weight, 20% more suction, and a "brain" that shuts off the cleaner and pops open the cover when the dust bag is full.

But direct selling itself cannot be automated. Walter Dietz calls it "creative selling in its purest form." And one of his associates adds: "We don't wait for the cow to back up to be milked."

Creative selling, incentive compensation, recognition, and a lot of latitude, under aggressive management, all help the salesmen to grow in direct proportion to their ability to sell.

Whereas in other companies "your opportunity depends on the next man," Dietz emphasizes that "in Electrolux everybody sells himself ahead."

Every officer—including Elon V. Ekman, chairman, who brought the business over from Sweden in 1924; Walter Dietz, who joined in 1925 and has been president since 1942; Harry A. Strong, San Francisco, v-p for western operations; Paul R. Boggs, v-p for sales—started upward from door-to-door.

The 30 division and 300 branch managers all sold themselves into their jobs. Their income, on a commission basis, grows with their ability to get their men to sell.

Some of them today can count their "worth" in six and even seven figures.

But in endless rounds of contests, for managers at all levels and their men, Electrolux comes up with handier and showier symbols of sales success. Two perennials among them

are pachyderms for lapels: a Silver Elephant for selling 50 vacuum cleaners in one month; a Diamond Gold Elephant for 100 a month.

These worked out fine until Laurier B. (Larry) Bazinet really started spreading ideas. For his achievements Electrolux had to produce a special Platinum Elephant: In October 1955 Bazinet sold 300 vacuum cleaners.

This mark made Roger Bannister's four-minute-mile look like slow motion. It was 51 more than the previous Electrolux record which had stood since 1949, and nearly double the record 186 established in 1947.

Bazinnet made it in Maine's northeastern Aroostook and Washington counties, the 10,000 sprawling square miles of which grow a great many more potatoes than people.

The new Automatic Electrolux sells for \$89.75. Thus, at 35%—not including "extras" and other home-maintenance products—Bazinnet's commissions for that month came to about \$9,300. Could he have kept going for a year at a 300-a-month clip, he would have earned \$111,000. Actually, last year, he sold a total of 1,000 machines, on which his commissions exceeded \$30,000.

### Would Rather Sell

Electrolux thought such skill should be shared, and appointed him manager of the Worcester branch. But Bazinet discovered that he would rather sell than manage. After three months he went back to his beat. Monday mornings find him loading the gray sedan with 20 vacuum cleaners. He has arranged with Frank Briggs, his branch manager at Portland, for replenishments on the road. He says good-bye to his wife and two boys at their home in Lewiston and is off to his self-chosen territory, which starts 100 miles away. Often his family won't see him again until Saturday night.

But Larry's life is not all toil. He likes to see his family oftener. He likes to fish. And he also enjoys taking time out several times a year for all-expense-paid shindigs which Electrolux throws for last month's elephant-winners and their wives.

For the annual spring get-together for "Easterners" and wives Electrolux has taken the tab for as many as 3,500, who overflowed the Waldorf-Astoria into nine other hotels. Diamond Gold Elephant salesmen may bring their branch and division managers and their wives. Varying with sales records, the couples stay from three to five days.

Similar meetings are held for western winners and wives at Phoenix or Palm Springs.

These affairs now are informal. But not long ago Electrolux was paying \$5,000, just for the New York meeting, just for pressing dress suits. With theater tickets and other entertainment (but no liquor), and fashion shows where wives are asked to "pick your own gowns," and miscellany, Electrolux foots an annual "recognition" bill for six fat figures annually.

Mr. and Mrs. Diamond Gold Elephant Joe Doakes arrive at the Waldorf on Friday. Their days start with a continental breakfast in the Astor Gallery or Jade Room. Saturday night they attend an Electrolux dinner and then a Broadway show. Monday through Wednesday they attend business meetings, to which the wives are invited. Each evening the company provides entertainment.

To its 25th birthday party in New York in 1949 Electrolux even invited competitors.

Average eastern attendance is now 2,500. About half as many get to the western meeting. Next spring, for the first time, western winners may go to the Waldorf, and eastern winners to Phoenix.

Meanwhile, at other seasons, star salesmen in both sections are winning free weeks for themselves and families in faraway sun spots, or are getting the cash equivalent from the company. Divisions and branches are holding shindigs to celebrate awards or simply to set out to sell.

Every Electrolux invitation embraces a woman. The men are told: "If you're not married, bring your mother. If you're widowed bring your daughter." The women, it seems, appreciate the full life which strong selling can create. They won't let their men relax.

But whether a man sells 10 a day or only one, it's his business. And he may sell where and to whom he wants. "Our only map," says Walter Dietz, "is the U. S." If Maine's Bazinet should make a sale in San Bernardino County, Cal., or Broward County, Fla., he would not be encroaching and he would get his full commission. But wherever he sells, he must assume responsibility for instalment accounts.

"We don't object to three or four men calling on the same family," Dietz adds. "One of them might make a sale. Every man should regard every home as a prospect.

"We don't build fences around the branches, either."

Any man, young or old, of morals, manners and reasonably good appearance may sell Electrolux. The company does not mind open collars or broken English. But Dietz emphasizes: "Every man must be honest. He must be a gentleman. He must use no liquor on the job . . . We never let our men forget that, to our customers, they are Electrolux.

"To protect our customers and all our people we cannot even give an individual the benefit of a doubt.

"Not long ago I learned that, in spite of all precautions, one branch



**HOW TO CORRAL AN ELEPHANT**—For the all-time sales record of 300 vacuum cleaners a month, Electrolux Corp. awarded Larry Bazinet (center) a special Platinum Elephant. One hundred-a-month salesmen win a Diamond Gold Elephant. Here Bazinet gets a Maine family name on his direct-selling dotted line.

had hired an ex-convict, a check forger. The governor of his state and three clergymen begged us to 'give him a chance.' But we could not. Soon afterward this man was back in the penitentiary for another crime.

"One salesman was suspected of being 'involved' with an Indian girl. We released him promptly. A few weeks later we found that he was *really* involved."

He is proud of "the stability of our personnel. In field management we have almost no turnover. In selling, as we grow older, we get a terrific number of father-and-son combinations." A son cannot inherit the "business," but he can learn a lot from his father. The president's own son, Raymond, discharged from armed service last September 1, won his Silver Elephant in Kentucky and is now branch manager at Lansing, Mich.

Men and managers learn and grow together. And by daily bulletins to both groups, the weekly 12-page *Electrolux News* to the entire force, and otherwise, hq. keeps them on their toes. Primarily, in all these communications, "the men tell each other"—and learn from them.

### Trained in Field

The branches hold meetings every weekday. But sales training now is confined largely to letting prospective salesmen "go out with a successful salesman and watch him make money . . . If a man plays according to our rules, he can make a lot."

Rule 1 contradicts the old foot-in-the-door theory.

"The first thing a successful salesman does when he comes to a home," says Walter Dietz, "is to see which side the door is hinged on. When the door is opened, he takes off his hat, says 'good morning' pleasantly, and *takes two steps backward*. This proves to the housewife that he's not trying to crash in."

During his demonstration he listens to everything she says and watches her every move for clues that will help him close the sale. Should she ask, "Will it clean upholstered furniture?" his answer is not, "We'll come to that later" but, "Will it?—watch this!"

He also tries to keep himself at a higher level. She should be seated while he stands and sells.

The corporation introduces its own little touches of "psychology." Men need not report calls—only sales. Thus, Dietz explains, "all they see is a record of accomplishment."

*Electrolux News* of Nov. 19, 1955

## At Electrolux the "Close" Is Just the Beginning

Electrolux salesmen are not slow about bringing out the order book. They know that "the 'close' is just the beginning."

Analyzing 2,341 demonstrations that produced sales, by new and experienced salesmen, Electrolux Corp. finds that 44.1% of all of them used a "standard close." Then ranked the "early close, 28.4%; contest close 28.1%; trade-in breakdown 19.4%; operation close 16.1%, and other closes, 11.1%.

Men with less than two months' experience use primarily (53.8%) the standard, and then the trade-in and early closes. With veterans of 10 years and more the early slightly outranked the standard (39.3 to 37.6%) but all other closes stood higher.

When the prospect starts thinking of costs and terms, the salesman pulls the standard close: "Most of our good customers give us \$20 or \$25 down. If you will give me \$20 today, that will leave a balance of \$——. Would you rather have your first payment fall due on the 18th or the 19th? (If no answer, "Will the 18th be OK?") That's fine, just OK this order."

If the prospect says, "We are paying for so many things now that we simply can't buy anything else," the salesman (still busy demonstrating) stresses "the overwhelming importance of a clean home."

If she asks him to come back in the fall, he uses a contest close to get her to buy today. If that fails, he takes "decisive action." Some men gather all the dirt piles into one big pile. Others ask, "What is your hardest cleaning problem?" He then tackles it, and shows her the order book.

In the early close he cleans a small area of one rug: "See how simple. No bending, no work to it. Notice how quiet it is. You can even listen to the radio or watch television while you're cleaning." He watches for "red light signals," or any suggestions about her particular problems, and tackles them.

One version of the operations close is: "Mrs. Jones, if we find as much dirt in your davenport as we found in your rugs, floors and in this other furniture, you want your Electrolux today, don't you?"

The trade-in breakdown: If the prospect asks, "What will you give me for my old cleaner?" the salesman takes hold of it and says: "Mrs. Jones, if I came here to sell you this machine, and went over your rug with it many times, and then you got out your Electrolux cleaner and went over your rug and got all these dirt piles . . . you wouldn't honestly pay me \$5 for this machine. Would you?" (He pushes the old cleaner away.)

The salesman may suggest that the old cleaner be used in basement or garage or be given away. If pressed, however, he checks the old cleaner's price with his Blue Book and makes an allowance.

Electrolux does not rebuild or resell such old cleaners. Not long ago the company dumped 40 truckloads of them into the Atlantic Ocean.

This was one way to create sales opportunities.

carried a full-page picture of Larry Bazinet setting out to sell, and the headline, "ELECTROLUX HAS A NEW CHAMPION."

Months earlier, it seems, Bazinet "knew he was going to break the record sometime in 1955." In May he had sold 100 in order to join other Diamond Gold Elephant men and families the next month for a company-paid outing at Delray Beach, Fla. To come out ahead in the Home Furnishings Contest in June, he sold

100 in 10 days—and in one day, 17 in a row. He and Manager Briggs decided on October for the all-out attack.

"Bazinet sells suction," Electrolux tells the sales force. He sells more with words than demonstration. But he can demonstrate.

While nearly all the homes he visits have vacuum cleaners, "a modern Electrolux" is something else again. In his record breaking month, he

(continued on p. 102)



## THEY'RE IN THE NEWS

BY HARRY WOODWARD

### Windows and Sales: The Outlook's Brighter

The Bon Ami Co. has, in the past several months, made news on two fronts. In September it brought out its new Jet Spray which cleans anything from porcelain and leather to windows. And within the past fortnight it announced a new post, director of market planning and advertising. Heading it—after a national search which eliminated 50 top sales and marketing applicants—is a young Iowan, Robert C. Hackwith. Bob Hackwith has been sales manager of the Duncan Hines Division, State Creameries, Inc. The job and the man are part of Bon Ami's increased marketing and advertising activities (even Bon Ami, that has been getting along almost on its name alone, is in for a big advertising splash) in behalf of Jet Spray and other new products about to emerge from the developing labs . . . Hackwith has "a brain like a machine shop," says an associate. "Makes up his mind fast after surveying a situation." He owns two planes, flies himself about the country. During the war he was shot down behind enemy lines two days after D-Day, was a prisoner until released by our troops.





## A Man of Parts

In case you can't identify the parts in this picture of Roy S. Fisher, they're electronic and mechanical parts, laminated plastic and Peerless insulation, fabricated to customer specifications. And they're all made by Fisher's company, National Vulcanized Fibre Co. Fisher has just been named v-p and director of sales after a 35-year career in the vulcanized fiber and laminated plastics industry. And all of it has been spent in sales. Before being appointed manager of sales for the company in '55, he was manager of National's Cleveland-Pittsburgh-Cincinnati territory. He knew it like the palm of his hand. Spent 24 years selling the area. He's never worked for anyone other than NVF; joined it in 1923 after he graduated from Pennsylvania State University. The company has plants in Delaware, Pennsylvania, New York, Illinois and Canada, 21 district sales offices in the U. S. and Canada and a world-wide sales representation. And Roy can tell you what every one of the parts in this picture is. What's more he can tell you who his company made 'em for!



## No Business Like Shoe Business

... and M. R. Chambers knows it from the sole up. He's the new v-p in charge of sales, International Shoe Co. (Best-known brands: Florsheim, Winthrop, Red Goose, Poll-Parrot.) Who better for the job? Probably no one. For "Dude" Chambers—at the age of 40—has spent more than 25 years in the shoe industry. His father and grandfather were both shoe manufacturing executives. Dude learned shoe making the obvious way—by making shoes in Tweedie Footwear's Missouri plant. Later he became a salesman for the company, resigned in '39 to open the first of four retail stores. When the draft got all of his store managers he sold out. Next stop: merchandise manager, women's shoes, for 130 Montgomery Ward retail stores. Joined International in '49 in complete charge of all women's shoe purchases for Ward's mail order houses and retail stores . . . International had a '55 sales record of over \$262 million, has 61 plants, 36,500 employees, sells through independent shoe merchants. Less than 5% of its production is sold through stores in which the company has any financial interest.



## Baumritter Sells Texans with Vermont Lore

It's a long way from Vermont to Texas. But recently thousands of Houston citizens took part in an "Ethan Allen Festival"—sponsored by a furniture manufacturer. And through December 6, Shreveportians, steeped themselves in Green Mountain State lore.

It all began because T. Baumritter Co., Inc., furniture manufacturers who make the open-stock, franchised Ethan Allen colonial furniture collection got an S.O.S. from one of its important outlets, Joske's, Houston's largest home furnishings department store. Joske's was suffering a complaint common to all department stores—it was losing business to small, specialty stores of a type opening in many cities and garnering customers through attractive displays, high level service, personal attention.

And Baumritter's answer was an Ethan Allen Festival which, during 10 days, sold more than three carloads of the firm's line (and colonial, admits Joske's, is not the most popular pe-

riod furniture in Houston). "Most successful promotion we've ever had," says Joske's furniture buyer.

In June of this year, at the Chicago furniture market, Joske's bought heavily from Baumritter's Ethan Allen "market specials." (Baumritter offers specials on all its lines to dealers, twice each year, to be used as seasonal kick-offs.)

This is where Baumritter stepped in. Daniel C. Brown, the company's sales promotion manager, took over and began formulating plans for an Ethan Allen Festival. The idea: To inundate Houstonians with Vermont lore, tied in to the Ethan Allen line, then siphon the prospective customers to Joske's. To achieve the goal Baumritter put together for Joske's use

1. Ideas for window displays.
2. A series of photographs of successful Ethan Allen room settings and small floor displays.
3. A list of sources of colonial accessories well suited to Ethan Allen displays.

4. Blowups of photographs showing Ethan Allen furniture in the process of manufacture and Ethan Allen chests of drawers in various stages of production.

5. Authentic colonial uniforms, helmets, swords and rifles obtained from the Fort Ticonderoga Assn.

6. A table-size replica of Fort Ticonderoga, photographs of the fort and literature for distribution.

7. Colored photographs of Vermont scenes and a working, illuminated model of a maple syrup factory from the Vermont Development Commission.

8. 100 bottles of maple syrup with an Ethan Allen label, to be given to the first 100 customers.

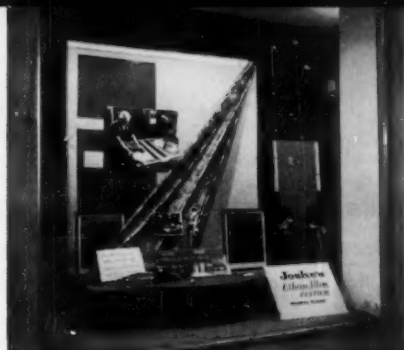
This started the chain reaction. But Baumritter didn't stop here. Pat Hannah, the noted Vermont wood carver, was flown to Houston and throughout the Festival gave wood carving demonstrations.

The Ethan Allen Festival is now touring other cities. The End

SALES MANAGEMENT



HOW TO SELL . . . film on Ethan Allen line is shown to Joske's salesmen.



VERMONT WINDOW . . . at Joske's shows Vermont crafts and craftsmen.



CAKES AND INVITATIONS . . . at its restaurants Joske's touts Festival.



. . . AND MAPLE SYRUP . . . first 100 customers at Festival got Vermont syrup.

◀ THEY CAME, THEY SAW . . . and Joske's, Houston, sold Ethan Allen colonial furniture to Texas ranch house dwellers! The promotion was most successful store ever produced.



WOODCARVER AT WORK . . . drew fascinated crowds to the Ethan Allen Festival.



ETHAN HIMSELF . . . life-size cutouts made the Ethan Allen line hard to miss.

# How to Remember Names and Faces

Rare indeed is the sales executive or salesman who is possessed of a God-given talent for recognition of others and ability to address them by name without hesitation. Can such a skill be learned? Dr. Furst says yes, and he tells how to go about a program of self-improvement.

**BY DR. BRUNO FURST**

*Director, School of Memory and Concentration*

A good memory is an important asset to any businessman.

The executive in conference who has the needed dates and figures at his fingertips, the company spokesman who can answer factual questions at a stockholders' meeting as fast as they are fired, the industrial leader who can turn the reading light off on the speaker's podium after thanking the master of ceremonies and proceed to address the assembled audience without notes—men like these are widely envied in the business world. An asset for every businessman, a reliable memory is a necessity for the salesman.

The salesman has to remember origin, use and prices of his merchandise, but more important than anything else he must remember the name and face of his customer. Of course, if he pays him a visit, he can easily prepare himself, but frequently he meets this man unexpectedly at another customer's place of business, in the street, in a restaurant or at a meeting. If he does not recognize him, or if he is unable to address him by name, chances are that he just lost a customer.

If the customer is offended because his name has been forgotten, our salesman should not be surprised; forgetting a name or a face always suggests a certain lack of interest.

Unsystematic, haphazard efforts to remember people are rarely effectual. A systematic approach achieves better results. The first principle to keep in mind is that the ability to remember people involves two distinct processes. For example: A few months ago a salesman with an unreliable memory sold some merchandise to Mr. X, a new customer whom he met for the first time. Later on, he saw this man at a party. Under such circumstances, two things can happen:

1. The salesman may not recall that he ever saw the man before and look at him as a total stranger. *This means a faulty memory for faces.*

2. He may recall that he met him, may even recall the merchandise he sold, but can't think of his name. *This means a bad memory for names.* Since these two types of deficiency are different, the remedies also must be different.

In other words, the job is (a) to recognize the person's face or appearance, which depends chiefly on reception through the eyes, and (b) to recall the person's name, which depends almost entirely on the sound that reaches the brain through the ears.

**Recognizing faces.** Let us take the problem of recognition first. Fortunately this problem, which is perhaps the more subtle one, does not give as much trouble as names. Perhaps one reason is that—at least in the case of salesmen—they become practiced in observing faces as a means of sizing up and appraising people, which is such an important aspect of their jobs.

The secret of remembering faces is correct observation. It is vital to know what to observe. The face chart (see page 39) indicates some outstanding features of face and appearance to keep in mind when meeting strangers. It is not necessary to memorize the chart; just studying it should enable one to draw a mental picture of each person he meets that will distinguish face and appearance from that of others.

Start by describing somebody you know very well; then recall the appearance of a person you have met several times; finally try to describe someone who has just been introduced to you.

Don't be satisfied with generalities, such as "a bearded old man of about 70," or "a young girl with brown hair;" recall as many details as you can.

When you feel sure that you can describe persons, do so immediately in everyday life. Whenever you are introduced to somebody, use a quiet moment and try to draw a picture of him while he is not present. If you are artistically inclined, use your pencil and draw an actual picture. If you are not gifted this way, be satisfied with a mental picture—that is, "visualize" the outstanding characteristics of a new acquaintance in his absence.

Either way, think more of a cartoon than of a true-to-life picture. Exaggerate those features which distinguish him from others. Be aware of the fact that you do not have to reveal your cartoon to the person in question. As soon as you see him again, compare your drawing—the actual or the mental picture—with his appearance, correct your mistakes mentally, and repeat your drawing in his absence. You will soon discover that your ability to make a picture increases with continued efforts.

All this indicates six steps you should take to improve your memory for faces:

1. Observe the face.
2. Apply the chart.
3. Look for outstanding features.
4. Draw the face (actually or mentally).
5. Compare your drawing with the person.
6. Redraw the face.

**Recalling names.** Most of us have more difficulty with names than we have with faces, and the reasons are easy to understand. If we meet Joe Smith for the first time, we see his face and we hear his name, and we know that the impressions we receive through our eyes last longer than those we receive through our ears.

That is the principal reason why the face remains longer in our memory than the name. However, there is another explanation, equally easy to understand: Let's assume you meet Joe Smith for the first time, and have a five-minute conversation with him. During these five minutes, you are looking continuously at his face. Therefore the impression of his face is constantly repeated and sinks deeper



and deeper into your memory. But Joe Smith's name was mentioned to you only once, when he was introduced. You have had a constant repetition of the face, with no repetition of the name at all, another good reason why Joe Smith's face remains much longer in your memory than his name.

Here are ways to help strengthen the impression a newcomer's name makes on your memory:

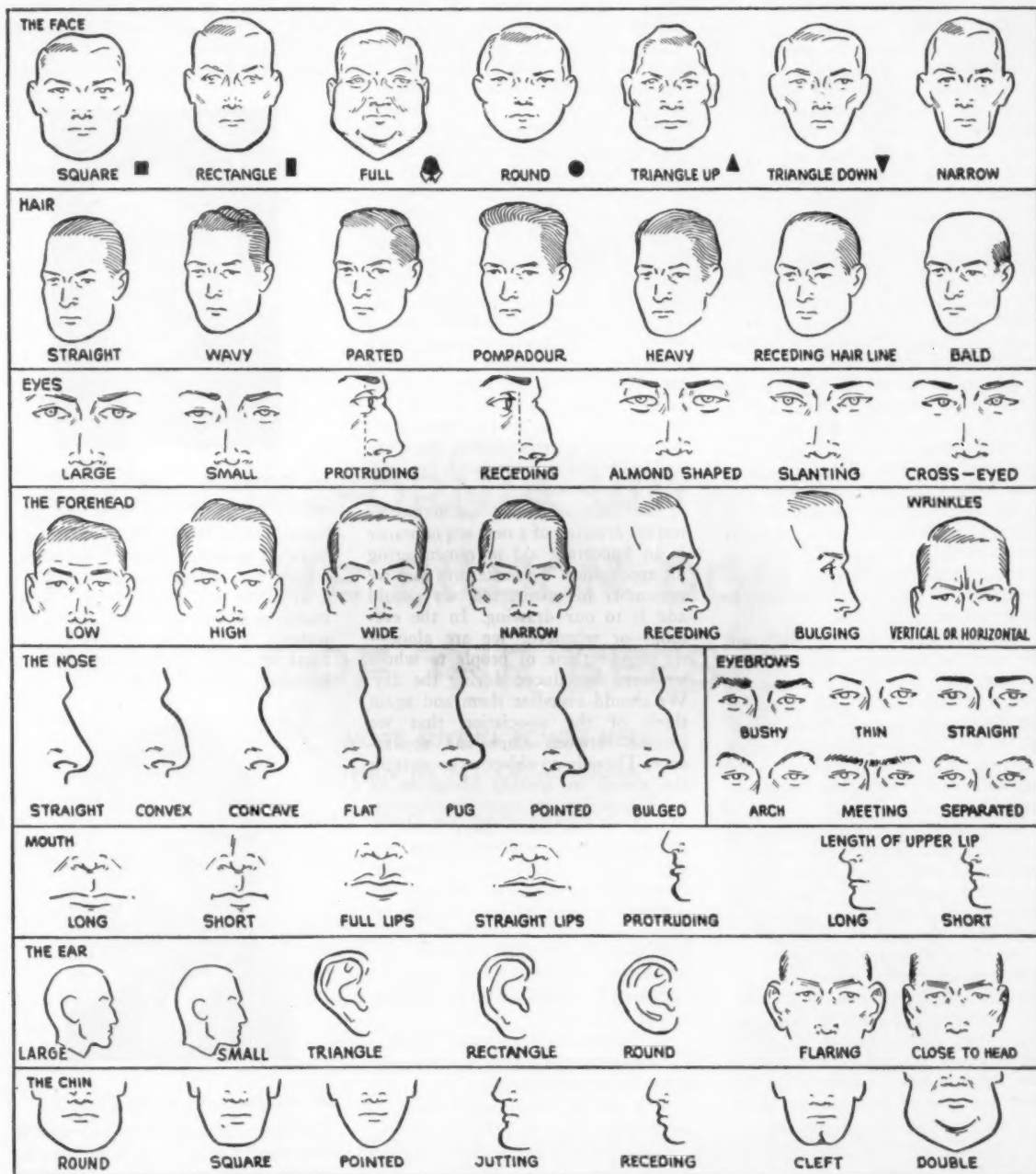
People usually do not pay enough

attention to introductions; the names are too often mumbled and slurred over. If the name of your new acquaintance is not pronounced clearly, you cannot be expected to remember it. If a chairman at a meeting introduced Mr. Whiteborough as Mr. Whitbar or something similar, it takes quite some guesswork to find the correct name.

It is certainly better not to guess at all, but to ask the person to whom you are introduced for the correct

pronunciation of his name and—if there is any doubt—for the correct spelling. Don't ask the person who just made the introduction. He may not know it accurately, and therefore he may feel embarrassed. Furthermore, by asking your new acquaintance you show him that you are interested in his name, which means in his person. Therefore, he feels flattered, and he will be happy to answer your question.

Repeat the name immediately after



the introduction and as often as possible during the conversation. Doing this serves a double purpose: In the first place, you make sure that you understand the name correctly. Even if you repeat it incorrectly, saying, for instance, "Glad to meet you, Mr. Whitbar"—whereas the name is Whiteborough—he will correct you, and you have a chance to get it right after all. In addition, by repeating the name several times during the conversation you hammer it deeper into your memory; each repetition will anchor it there more firmly.

The next step must be to form an association between the person—his appearance, his features, his occupation, if it is known—and his name. Since we are already accustomed to forming associations, we shall find it easy, as long as the name has a definite meaning. Such a meaning may be a color like Brown, Green, White; or an occupation like Smith, Carpenter, Taylor; or a certain time of the year like Spring, Winter, March; or an adjective like Small, Strong, Strange. Also in this category belong names which are the same as those of famous people: Washington, Lincoln, Churchill, Grant.

The question as to whether the name has a meaning will not be answered for all of us in the same way. Much depends on background, education and interests. Foreign names may have a definite meaning if you speak the language to which they belong. Kirschbaum is a difficult name, without meaning, if you do not understand German. It becomes meaningful if you know that Kirschbaum means cherry tree.

If you happen to be a baseball fan, the names of the major-league players are familiar; they have meaning for you that they could not have for somebody who is not interested in sports. You can always decide whether a particular name has a definite meaning for you; that is the only thing that matters.

If the name is not descriptive of anything, you cannot form a direct association; you cannot picture something that does not exist. Instead of trying to do so, look for a descriptive word that comes as close as possible in sound to the name that you want to remember. In this search, it is advisable to look for a word that begins with the same letter as the name. Belly may sound similar to Kelly, but it is not a good substitute; the first letter is not the same. Here are some examples of good substitutes:

Canatsey—canasta, canister, canary.

Pickering—pickerel, pickled (hering), picker, picket.

Trimble—tremble, trim, trimming.

To find meaningful words as substitutes for the name is a simple matter if you use a dictionary. But you don't carry dictionaries around when you attend parties or business meetings. Therefore, it is necessary to find meaningful words without a dictionary, and to find them quickly; you don't have much time at the moment of introduction. This needs practice, and the best way to practice is this: Look through a telephone directory or any other book that contains names of people, select those which have no meaning, and try to find substitutes. If you find it difficult, use a dictionary in the beginning. In a little while you will get so used to doing it that your mind will work faster without the dictionary. After practicing at home with names selected from the telephone book, try this practice with actual people whenever you are introduced, regardless of how difficult their names sound.

As to the advantage of repetitions: Most of us are not in the habit of using the name of a person while we are talking to him. I know that it is not easy to break lifelong habits. However, it is possible if you make an effort in this direction. Use the name as often as possible during your conversation. You will see how much it helps you in remembering the name and, once you are convinced, you will do it automatically.

We have seen that an actual or mental drawing of a new acquaintance is an important aid in remembering his appearance. To make sure that we remember his name, too, we should add it to our drawing. In the evening—or whenever we are alone—we should think of people to whom we were introduced during the day. We should visualize them and again think of the association that we formed between name and appearance. There is no objection to putting the names in writing alongside of your drawings or your descriptions. To get a new name down in black and white works well with most people. It has the advantage of making them more conscious of the spelling. To see the name on paper is an important aid for all eye-minded people. Drawing and writing assist our memory.

Our six steps for remembering names, then, are:

1. Understand the name clearly.
2. Repeat the name immediately after the introduction.
3. Form an association between a meaningful name and the appearance.
4. If the name has no meaning, find a substitute.

5. Repeat the name as often as possible during the conversation.

6. Add the name to your drawing.

**Practical examples.** Let us advance from theory to practice. Here are the pictures and last names of eight persons, as well as the firms they are connected with.

We wish to remember both. Think for a moment about the associations which I suggest. If you find something else or something additional, so much the better. Your own associations remain better and longer in your brain cells than associations suggested by somebody else. At any rate, give a few moments' thought to each picture.



Mr. Schwemmer—White Laboratories, Inc.

Square face; thick, dark, bushy eyebrows; straight lips. *Schwemmer* comes close in sound to swimmer. I visualize a swimmer whose dark, bushy eyebrows are just above the water. Dark and white are contrasts: *White Laboratories*.



Mr. Hunt—Zenith Radio Corp.

The space between nose and mouth very small; deep lines from nose to mouth; wavy hair.

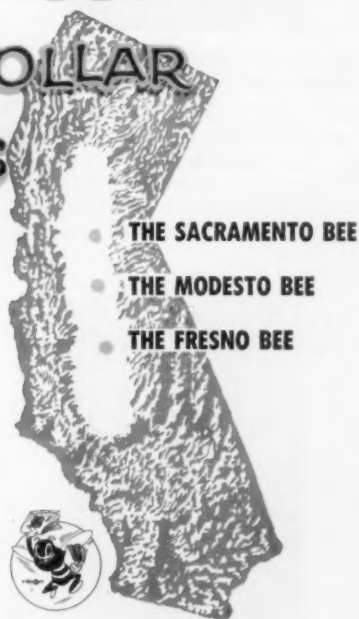


## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

- ✓ MORE BUYING POWER HERE  
THAN IN ALL OF ALABAMA\*
- ✓ NOT COVERED BY SAN FRANCISCO  
AND LOS ANGELES NEWSPAPERS

To tap California's full sales potential, you need coverage in the big, mountain-ringed inland market. But remember — people here prefer their own strong local papers, the three Bee newspapers. Together, these three newspapers give you the key to sales in this important area.

\* Sales Management's 1956 Copyrighted Survey



### McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

## About the Author:

Dr. Bruno Furst is director and founder of the School of Memory and Concentration, New York. He is professor of law at McGeorge College, Sacramento, Cal., and an instructor at Brooklyn College, Adult Education Division, Brooklyn, N. Y.

Dr. Furst is author of several books dealing with memory improvement. The latest is "Stop Forgetting," published by the Garden City Division of Doubleday & Co.

The School of Memory and Concentration has branches throughout the United States, Canada and South America. Its correspondence course division serves all five continents.

I visualize him wearing a *Scottish* kilt and selling foods (*Heinz*), or carrying pickles and beans behind his ears.



Mr. Holman—Chicopee Mills, Inc.

Thick hair standing up in front; square chin; narrow eyes; dimples. Dimples are easy to associate with *holes* (Holman). He looks very "*chic*" (Chicopee Mills).



Mr. Howard—Young & Rubicam, Inc.

High forehead; receding hairline; thin lips, especially very thin upper lip; thoughtful expression in his eyes. He is thinking *how to* (Howard) work out a good *advertisement* for a *young* client (Young & Rubicam).

The End

The wavy hair reminds of a field with waving grass, fit for *hunting*. The hunter listens to the weather report over the *radio*: Radio Corporation.



Mr. Lehman—Frigidaire Division, General Motors Corp.

Very high forehead; thinning hair; deep circles under the eyes; full lower lip; long upper lip. He got these circles (and lost part of his hair) while trying to explain the working of a *frigidaire* to *laymen* (Lehman).



Mr. Austin—Capital Airlines

Full face; laugh-wrinkles around

sharp eyes; straight teeth, double chin.

I visualize him enjoying his meal on an airliner headed for *Austin, Capital* of Texas (or on a *Capital* airliner headed for *Austria*).



Mr. Smeck—Anchor Hocking Glass Corp.

Square face; eyes widely set apart; pointed lips; cleft in chin. He got this cleft by a *smack*, or I see him *smashing* into a glass window.



Mr. Scott—H. J. Heinz Co.

Thick wavy hair; triangle-shaped ears with very long earlobes; mole on left side.

### Test Yourself

Look over the pictures and names once more and review the associations. Devise some memory-helpers of your own. Then, turn to page 106, and identify each of the men correctly by their pictures alone.





## The big Beef...

The roast beef you eat this winter originated in early 1955... There was a Spring drought in the range states, and a record crop of calves swelled the 1955 beef cattle count to a new high of 62,588,000—double the 1940 figure.

Checked, disinfected, ear-notched for identification, the new calves were turned loose with their mothers. They grew 50 to 60 pounds a month, and around their sixth month began their trek to Central States stockyards.

At the yards, commission men and farmers bought the calves for Midwest farms—to turn hay, corn, grain and silage into thousand pound animals which are most readily marketable.

During the usual ten month feeding period, a yearling may consume around 30 bu. of corn, 35 bales of hay, an acre of Spring pasturage, and \$10 worth of minerals, vitamins and medicines. The cattle are shipped to market between August and December.

While some farms with "reputation" cattle command premium prices, the

Chicago average in 1955 was 22.75¢ a pound. So the farmer's profit or loss is determined by his costs—which may be low as 12¢, or above 20¢. The amount of feed grown on the farm is a big factor.

Competition today compels more efficient operation and lower costs, with barns and feedlots designed for volume, gravity conveyors, self feeders, facilities for easier cleaning and manure disposal. Better breeds run to less fat and bone, more meat.

Beef cattle supply a number of industries—slaughtering and packing, refrigeration, canning, fertilizer, glue, pharmaceuticals, leather; and 2,888,415 tons of freight last year for the 39,000 livestock cars run on Class I railroads.

The 1955 beef production reached a peak of 13.6 billion pounds (up from the 9.5 billion of 1950), and \$3 billion plus in farm revenue... of which some 53% went to the farmer subscribers of SUCCESSFUL FARMING.

These SF farm subscribers are the country's best farmers, with larger investments in land, building, and

machinery; with better brains, better methods, larger yields, higher incomes. Three of four are in the 39% minority which gets 88% of the national farm income. Last year their average cash income from farming was \$10,260!

These SUCCESSFUL FARMING farmers are still making money, and spending money—on better homes, better living; new bathrooms, modern kitchens, new furniture and furnishings, travel and schools, insurance and investments.

AND there is no better or cheaper way of selling this \$11 billion market than through SUCCESSFUL FARMING. SF for more than fifty years has helped the best farmers make more money, helped farm families live better... has earned confidence and responsiveness no other medium can match!

For new customers, and to balance your advertising schedules where most general media run thin, you really need SUCCESSFUL FARMING. Ask any SF office for the full story.



MEREDITH PUBLISHING COMPANY, Des Moines...  
with offices in New York, Chicago, Detroit, Philadelphia,  
Cleveland, Atlanta, San Francisco, and Los Angeles



**NOBODY'S  
LISTENING  
BUT PEOPLE  
-WHO HARDLY  
SIT STILL  
A MINUTE!**



Weekdays, a housewife is mostly on her feet and on the go. There's just one advertising medium that can reach her continuously...just one she can pay attention to continuously. Radio.

And in all radio, the CBS Radio Network is the consistent daytime favorite...with a line-up of dramatic serials that attract an average of 4,115,000 people a minute, every Monday through Friday!

What a time and place to sell all the products for which women are your best customers.

this is the right time to buy...

## CBS RADIO NETWORK

*From left to right:*



12:00 N. WENDY WARREN & THE NEWS

12:15 PM BACKSTAGE WIFE

12:30 PM ROMANCE OF HELEN TRENT

12:45 PM OUR GAL SUNDAY

1:00 PM THIS IS NORA DRAKE

1:15 PM MA PERKINS

1:30 PM YOUNG DR. MALONE

1:45 PM ROAD OF LIFE

2:05 PM RIGHT TO HAPPINESS

2:15 PM SECOND MRS. BURTON

## TIME AND COST FACTORS IN CREATING A TYPICAL ONE-HALF PAGE, 175-WORD LETTER \*

Action	MINUTES REQUIRED			
	Steno Dictation	Machine Dictation	Guide (Patterned) Letters	Form Letters
Planning What to Say	10	10	0	0
Dictation	10	5	0	0
Looking Up a Letter	0	0	2	1
Transcribing-Typing	7	8	6	1.5
Reviewing-Signing	2	2	1	.5
<b>Total Minutes</b>	<b>29</b>	<b>25</b>	<b>9</b>	<b>3</b>
<b>Salary Costs</b>	<b>\$.70 to \$2.45</b>	<b>\$.60 to \$2.25</b>	<b>\$.20 to \$.30</b>	<b>\$.08 to \$.15</b>

\* Adapted from "Guide Letters," publication of the  
U. S. Government Printing Office, Price, 20c.

## Wanted: A Reducing Diet For Business Letters

So you're looking for ways to cut costs? Then open a frontal attack on your wordy and woozy correspondence. Here a letter expert tells specifically how to go about it.

Mona Sheppard is something of a crusader, a dedicated soul who has long been engaged in a campaign to cut the waste out of business letter writing.

Her creed: Communication can be radically improved—and costs sharply reduced—through fewer letters, shorter letters, simpler letters.

Now vice-president of Leahy and Co., New York management consultants, Miss Sheppard became a correspondence specialist by way of 20 years of service with the U. S. Government. To her goes credit for the marked improvement in Government communications, a larger proportion of which are now relatively free from the gobbledygook that formerly irritated those who had to decipher them.

The taxpayer is the beneficiary of the Sheppard program. One of her typical projects: a program through which the Baltimore office of the Internal Revenue Service reduced its

backlog of 50,000 unanswered letters to 3,000, and its average cost per letter from 81 cents to 38 cents. At the same time, daily production per typist rose from 55 to 120 letters. Annual savings: \$157,000—and 500,000 carbon copies.

"Plain Letters," a handbook Miss Sheppard wrote while employed by Uncle Sam, explaining her letter-writing philosophy, has long been on the Government Printing Office's best-seller list. (Cost: 30 cents.)

Says Miss Sheppard:

"Crusaders for better business letters can hold their fire on 'beg to remain,' 'yours and oblige,' and similar cliches. These mannerisms are vanishing from the American business letter.

"To be sure, many an old favorite—'reference is made' and 'review of our records,' for instance—is still with us. But let's stop sniping at the cliché. Stuffy though it is, it is not the big

enemy. That foe is too many words, too big words, and too meaningless words—cliches included!"

From reading several hundred thousand letters during the past year—letters in countless offices in every line of business—Miss Sheppard has three suggestions for achieving improvement in our use of words:

1. Give your customer credit for common sense. You do, of course. But he might not think so when he reads a letter filled with details he can supply for himself.

2. Be friendly and natural, but get to the point. And don't take too seriously the advice to write as you talk. You may find yourself rambling. Common, everyday words are the best ingredients for letters, but plain speech must be harnessed when it is put in writing.

3. Ask your Girl Friday to bone up on some simple rules of editing. If she will—and if you will let her—she can economize on words in dozens of ways. For example:

**Unedited:** Enclosed is our check in your favor in the amount of \$250 covering the balance due you.

**Edited:** Enclosed is our check for \$250, the balance due you.

And here, in her words, are seven other tips for streamlining company correspondence:

**1. Get to the point immedi-**

SALES MANAGEMENT





Mona Sheppard

## Too Many Words: The Most Glaring Fault in Business Letter Writing

Dear Mr. \_\_\_\_\_:

This will acknowledge receipt of your letter of September 1 in which you informed us that your address was changed from 3000 Park Lane, Centerville, New York, to the address above.

As your letter was addressed to the Atom Age Company, New York City, it was delivered to our main office. However, we have been unable to locate any record of an account in your name at this office. In fact, our Central Files reported no record of your name in any of our New York City branches.

We are therefore returning your letter with the request that you address it to the office where your account is maintained so that your address may be changed in accordance with your wishes.

(First paragraph of original letter: details the customer can supply for himself. Second paragraph: office routine, of no interest to the customer. Total: 119 words. Revised version is friendly, natural, uses only 56 words.)

Dear Mr. \_\_\_\_\_:

Reference is made to our notice of May 10 of an outstanding shortage on your account in the amount of \$250 when this account is, in fact, in good standing.

It will be appreciated that the large volume of accounts handled by this office render it virtually impossible to completely eliminate small errors particularly those that originate because of a similarity of names like Smith. However, you are assured that every effort is being made and will continue to be made in this office to give subscribers the best possible service and prevent the occurrence of such inadvertencies.

Any inconvenience you have been occasioned by reason of notice of May 10 is sincerely regretted.

(Original letter is wordy and unnatural, uses 114 words. Rewrite is much warmer in tone. Stripped of its clichés and pared down, it does a more effective job in 70 words.)

Dear Mr. \_\_\_\_\_:

We believe you intended the enclosed letter for one of our out-of-town branches, because we have no account in your name in New York City.

Will you forward it, please? We should be happy to do so, but we do not know in which of our many branches you have an account.

Thank you.

Dear Mr. \_\_\_\_\_:

We made a mistake in notifying you on May 10 that your account is overdue \$250. Our notice must have been confusing to you because you have always been prompt with your payments. The fact is, your account is in good standing with no payment due until July 1, 1956.

Why this should happen to a good customer like you, it is difficult to understand . . . and all we can say is "excuse it, please!"

**ately.** An estimated 5% of the cost of letters goes into opening paragraphs restating the subject of the letter being answered. You save money and time by coming directly to the point. Say simply, "Here is the circular you requested," or "Our salesman, Mr. William Burns, will call at your office on Thursday, November 6," without a preamble reminding the addressee that he wrote a letter asking a question or requesting that something be sent to him.

If an explanation is necessary, as it often is, place it *after* the nub-of-the-letter first paragraph. For example, if your salesman will call on a day different from the one specified

by the correspondent, or if the circular you are sending is not the one he requested, tell why—but in the second paragraph.

**2. Cut down on carbons.** If it is your firm's practice to make multiple carbon copies, investigate this, with the aim of reducing the number. In many instances carbons can be eliminated. A code symbol or a penciled notation on the letter being answered may be all that is needed for future reference.

**3. Make it easy to reply.** Suggest that the recipient jot down his answer on the letter you send him, and return it to you. This saves time

and labor—and filing space. This practice is especially recommended for interoffice communications.

**4. Don't write a single letter on several unrelated subjects to a large company.** It's better to write several short letters. The multi-subject letter stands a chance of being buried somewhere along the line. But if your firm gets many such letters, it might be wise to devise a plan for handling them. One method: Circulate the letter to each department concerned, requesting a draft of a paragraph (or paragraphs) to be included in the reply. Last department on the list incorporates the drafts into the finished reply letter. Reason for this procedure: a person becomes irritated if he receives only a partial answer to his letter, fears he may never get a complete one—and sometimes he doesn't.

**5. Use forms rather than letters,** if they will serve the purpose. Have professionals write them, and be sure they are cleverly expressed. But don't try to have printed letters masquerade as individually dictated letters.

**6. Use guide (patterned) letters to cover frequently recurring situations.** Let us say, for example, that your company is receiving requests for multiple copies of a booklet you are using for sales promotion, but that it is too expensive to distribute in quantity. You can draft a tactful letter explaining this, and saying you are sending one copy with the firm's compliments. A typist can use the draft as a guide for handling similar requests, personalizing it with names and pronouns.

#### 7. Use the 4-S formula:

**Shortness.** Avoid repetition, needless words, roundabout phrases ("in reference to," etc.). Instead of "make use of," say "use." Instead of "take action," say "act."

**Simplicity.** Use short words, short sentences, short paragraphs. Be compact. Don't separate closely related parts of sentences.

**Strength.** Use specific, concrete words, and active verbs. Don't hedge. Avoid expressions such as "it appears."

**Sincerity.** Be human. Use words that stand for human beings, like the names of persons and personal pronouns . . . Admit mistakes (don't hide them behind meaningless words) . . . Avoid intensives and emphatics . . . Don't be obsequious or arrogant.

The End

### Right At Your Finger Tips A Plastic Binding Kit For Scrapbooks and Albums



(Illustration of two hole kit)

\$11.90

Exciting new do-it-yourself binding kit, simple enough for a child to operate. Just insert the pages and punch, then pick a colorful binding tube from the spin dial base, snap into place and in seconds you have a real professional-looking colorful volume.

3 HOLE KIT—\$16.90  
4 HOLE KIT— 29.90

Other models available—write for free booklet to department SM-11

TAUBER PLASTICS INC. • 200 Hudson St., N. Y. 13, N. Y. • Call WOrrh 4-5621

### National magazine seeks mail order copywriter

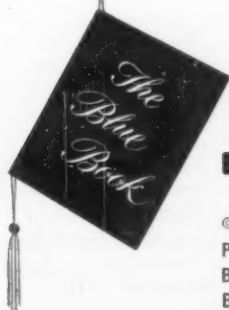
The man who lands this job will get a good salary to start with and will have a great opportunity to become an important circulation executive on one of the most famous largest circulation magazines in America, published in the east, near New York City. He will work under and have the help of a seasoned direct mail expert, who will coach him and help him to sell subscriptions by mail for America's favorite magazine. He must have imagination and writing talent, and an understanding of how to use words to influence thinking that will produce sales. This requires ability to hold a reader's interest and to create a powerful urge to order

now. If he is under 35, rather than over, that will help. We want a college graduate of good personality and a good mind. Unless you know you can write exceptionally well, please do not answer. Nothing short of a writer who can demonstrate outstanding talent will be considered. Toss your modesty in the waste basket for the moment and write a direct mail sales letter about yourself that will force us to give you an interview. Tell us your age, education, experience and the salary you expect. Your letter will be held in confidence if you so desire. NOW write one of the best letters you ever composed to:

BOX 3323



The problem is to influence builders...not to influence "influences." Anyone who knows the ABC of light construction knows it's the builders who are buyers. You, as the seller, want real-live buyers...not vague, misty "influences." When you use **practical builder** your audience is made up primarily of builders. It is the one builder-book that serves builder interests exclusively and completely. So it simmers down to this: To influence builders, you must reach builders. And the place to reach them is in the book they reach for ...the book that's edited by builders for builders: **PB!**



**...of the light  
construction industry**

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Publishers of Practical Builder, Building Supply News,  
Building Material Merchant and Wholesaler, Ceramic Industry,  
Brick and Clay Record and Masonry Building.



Mueller Division of Worthington Corp. sales executives examine data on special questionnaires filled out by their salesmen. At left is H. P. Mueller, Jr., vice-president in charge of sales, and Don Davidson, national field sales manager.

## Upgrading of Dealers Pays Off for Mueller

The company now carefully screens dealer prospects to eliminate all who do not have the facilities and merchandising skills to make area-quotas. Those who get the nod are formally franchised to handle part or all of the line.

BY JAMES M. JOHNSTON

Mueller Climatrol Corp., Division of Worthington Corp., is already counting the benefits of a program to upgrade its dealer outlets, even though that program is but one year old.

The program involves a franchise system and a dealer questionnaire filled out by Mueller salesmen everywhere. The home office at Milwaukee now has 350 filled-out questionnaires on file.

All Mueller Division's sales ultimately go through its dealers, though in Wisconsin Mueller acts as its own distributor. Regardless of the level of distribution, however, the ultimate goal of the program is to upgrade the type of dealer outlets.

Commenting on the philosophy of this program, H. P. Mueller, Jr., vice-president in charge of sales, says:

"We find ourselves in a fast-moving

industry. We must keep in close touch with our field men, our customers and prospective customers from coast to coast. Our various methods of reporting now enable us to be aware constantly of all field activities with a minimum of reporting and reviewing time expended."

Today, almost a year after Mueller put the program into operation, executives are studying these results:

1. The program has given Mueller more information than ever before about:

(a) Its outlets, their financial ratings, reputation for reliability, and merchandising aptitude.

(b) Its competitors—what competitive lines customers handle, their advertising, their volume.

(c) The types of outlets through

which most of the Mueller products move.

2. The program has stimulated salesmen to become better acquainted with the strengths and weaknesses of Mueller dealer outlets and to become better acquainted with their territories. The salesmen are beginning to profit from this knowledge.

3. The program has made the Mueller franchise a document of dignity—something desired and, in many cases, hard to get.

Mueller and Don Davidson, national field sales manager, are putting their dealer outlets and many potential outlets under close scrutiny because changing conditions in the heating industry require competent merchandising. In 1948 the industry's coal furnaces accounted for 52% of sales. By 1955 less than 2% were coal. The rest were gas and oil.

Furthermore, both Mueller and Davidson have watched the heating industry move into the lucrative air-conditioning field, where it is fighting it out with the appliance industry. As forward echelon officers in this war, Mueller and Davidson think air conditioning logically belongs to the heating industry, but they do not expect the public to take their word for it. They expect their dealers to do this vital bit of selling. Through the franchise system, therefore, they are making it worth-while for the dealers to be the merchandisers, and for the salesmen to sell the franchise system.

A bold new policy was announced at a sales meeting at Milwaukee in December 1955. From that time on, Mueller executives said, the firm would accept no more "blue sky" orders by mail. A "blue sky" order, Davidson explains, is one from a firm Mueller has had no previous contact with and knows nothing about as to credit rating, service, or any other factor that makes an outlet an asset to a manufacturer.

Instead, Mueller announced, it would return the order to the salesman in the territory who would call on the prospect. If the prospect was interested in becoming a regular Mueller outlet, he might receive the furnace order for a sale. But if it was a mere "one-shot" deal, the Mueller firm was not interested.



# How to get the best out of your advertising agency

There is a wide variation in the amount and kind of service that advertisers get from their agencies.

A few advertisers demand far more service than their budgets can possibly pay for. But far too many advertisers get too little for their money. This is not, necessarily, because agencies are not capable of or willing to give more than they do. Nor is it because advertisers are not willing to receive.

It is, we believe, because the wrong *kind* of relationship exists in too many cases. By the wrong kind of relationship we mean a buyer-supplier relationship, instead of a *partnership*.

There is a vast difference.

It is a difference in the attitude or feeling at the core of things. In a buyer-supplier relationship each party, inevitably, is thinking mainly of his own individual interest. There is always the offensive pressure of the seller trying to build up the order, and the counterpoised defensive of the buyer resisting the seller.

A partnership is altogether different. There is a "working together" feeling of being on the same team, pushing toward the same goal. There is a *sharing* of responsibilities, and a healthy give and take of viewpoints—even of criticism.

The result of this difference in feeling is a vast difference in the flow of good ideas and in the quality of their execution—in the amount and kind and value of agency service.

When such a partnership exists, the client gets the *best* his agency has to offer. And the agency gets the best of all assets—a satisfied client.

While it takes two to establish a partnership, we feel that most of the responsibility for doing so rests with the agency. In our experience, most clients welcome such a close working relationship if they are shown that it is possible. We try to show them in two ways:



*First*, by making it clear at the beginning that we would like to work as closely with the client as though we were part of his company.

*And second*, by deserving that privilege through actually thinking and working as though we *were* a part of his company.

Working *with* a partner is not only more productive but also a lot more fun than merely working *for* a client.

Marsteller, Rickard,  
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

The salesmen swallowed hard. It wasn't easy to return a \$500 order, especially when the company had relied on their judgment for years. But they soon came to see how the program paid off for them in increased sales, better promotion and better customer relationship.

This, however, was only part of the program. Mueller used a Hearst area survey to set up quota potentials in each of its territories, and aimed for 100% coverage. The salesmen were to use the quota figures merely as a guide for interviewing prospects for franchises. But they were to recommend, among their old friends and their new contacts, dealer outlets they thought could make the quotas the following year, when the salesmen themselves would be held responsible for them.

This required each salesman to take a close and objective look at the outlets, and to do some hard thinking on their real worth to the Mueller Division.

To do this, each salesman was given a pad of questionnaires, or "Prospective Account Check Lists." He was instructed to interview all candidates for enfranchisement, and send the

data to the Milwaukee office.

The questionnaire asks general information about the prospect, about his merchandising facilities, his advertising and promotional activities and his financial rating. The salesman checks whether the firm is an individual, partnership or corporation and defines its anticipated territory.

He checks the type of present business, the number of lines handled, when established, what percentage of business is in Mueller's field, competitive items handled, the percentage of new business obtained, the percentage of replacement business and the percentage of commercial business.

He notes the territory sales by quota, the last year's volume of business and the estimated sales. He recommends whether the firm be enfranchised as an exclusive or non-exclusive outlet and whether to enfranchise it for Mueller's entire line of heating and air-conditioning units, or only a partial line.

"These are extremely important recommendations which all salesmen must take particular care in making," says Davidson, who, as a veteran salesman, knows how easy it is to give an "old friend" the exclusive rights

to a company's entire line.

"But the salesman must think twice or even three times before recommending one firm as an exclusive outlet," he emphasizes. "He must consider the quota to be made. If the firm can do no more than \$4,000 worth of business annually, you cannot expect him to make a quota of \$8,000 the next year."

Likewise, if the salesman recommends enfranchisement for the entire line of Mueller's products, he must have a good reason for it. As Davidson explains, the heating industry is such that sometimes it isn't practical for one firm to handle the entire line.

### To Each a Line

"For instance, a retail salesman who has sold warm-air heat cannot be expected to move the other types of heating units Mueller Division manufactures. If he's a good warm-air salesman, he's convinced that's the only thing to buy. He will sell a lot of one line, but our other types of heating units will be sitting in his show window or warehouse, while they could be on the way to some other firm that could move them."

The questionnaire also contains data about the dealer outlets' merchandising methods, or whether they are merchandisers at all. Do they have a showroom and how good is it—excellent, fair or poor? Do they have a warehouse and what is its capacity? Davidson says the Mueller Division looks for dealers with showrooms and warehouses, but doesn't necessarily refuse franchises for those who lack them.


Does the dealer have an engineering layout service, and how good is it? For complicated jobs, such as installation of a unit in an office building, a school or a church, Mueller's own layout service is available. But for routine installations, Mueller expects the dealer to use his own service. If he has none, he is expected to adopt a Mueller system.

The questionnaire shows whether the prospect has service and installation facilities, whether he owns his own sheet metal shop, how many men he employs, whether he buys or fabricates his own fittings, the number of trucks he uses and whether he operates a union shop, for a non-union shop cannot bid on Government jobs.

The firm is also asked, in the questionnaire, whether any of its men have ever attended an air-conditioning school and, if not, would they be willing to attend the Mueller Division's school held at Milwaukee?


"This is another very important question for a business that wants to

**com·mu'ni·ca'tive\***  
is the word for the Newsweek reader



\* com·mu'ni·ca'tive, *adj.*, Inclined to impart or communicate information, ideas, etc.

The Significant Magazine  
for America's  
Communicative People



make a large volume of sales in air conditioning," says Davidson. "A number of good furnace engineers have yet to install their first air-conditioning unit."

"So the installation engineers come to Milwaukee for one of our seven annual schools. They work for a week with cooling equipment. A mechanically inclined person can learn quite a bit about air conditioning by working for that length of time with the units."

The salesman also takes a good look, either inside or outside, at the firm's advertising and promotional activities. He rates them as excellent, fair or poor. He learns from the dealer how much he spent last year on advertising and what media he favors. He asks whether he exhibits at local fairs or shows.

Then he observes whether the dealer identifies himself with the current products through truck advertising or by uniforms the workers wear.

"We favor requiring furnace workers to wear uniforms, though not necessarily ours," says Davidson. "Uniforms improve their appearance. Ours is a high type of industry, even though it's hard for the furnace men to stay clean while working around heating units. There's no reason why the whole industry should not take every means available to help the appearance of furnace men."

### Makes Banker's Appraisal

The Mueller Division also requires its salesmen to rate the proposed dealer through his banker's eyes. After interviewing the bank officials the salesman rates his prospect as excellent, fair or poor. The salesman explains Mueller's repurchase plan to the bank, and learns whether it would participate in it. Under the terms of the plan Mueller is to repurchase unsold furnaces if the bank should be forced to repossess them through default.

The salesman also visits the gas utility to determine the dealer outlets' reputation for service installation. The gas company is usually quite frank in its appraisal, for faulty installation of equipment is a big help to its competitor's sales.

The salesman is then asked to consider all the information and give the dealer an over-all rating of excellent, fair or poor and state whether he would recommend franchisement.

What was the dealer outlets' response to this lengthy quiz and the new franchise system?

Cool, at first. They were used to furnace salesmen fighting for new



Industrial Ratio Map of U. S. Shows area of each state in exact ratio to its industrial value. Pick the "big" market for greater sales potential. M.P.A. covers the "Heart" exclusively.

the RIGHT COMBINATION for RESULTS

**M.P.A. Covers the \$100-Billion Industrial Midwest at the Purchasing Agent Level!**

Here's the buying-est industrial market! World's richest concentration of industrial purchasing power . . . and growing richer, faster than any other similar area anywhere. It's diversified, aggressive, booming—well worth your best sales efforts.

Here's the "buyer's" own magazine! Official Organ of all P.A. Associations in the area. "Must" reading by all member P.A.'s—the men who "buy" for industry in the "Heart"! For quick results, start advertising in the next issue!

A few of the "national" advertisers who use over 50% of the space:

Alcoa  
U. S. Steel  
J. & L.  
Ryerson  
Bethlehem  
Columbia  
McLouth  
Assoc. Spring

Wickwire-Spencer  
Reebing's  
Babcock & Wilcox  
Tube Turns  
Chase Brass  
Bridgeport  
Scovill Brass  
American Brass

Nat'l Screw  
Torrigton  
Standard Oil  
Cities Service  
American Box  
Robt. Gair  
Ohio Injector  
Blaw-Knox

Write for Roster Issue (Containing P. A. List) on your letterhead

641 Penton Building  
Cleveland 13, Ohio

Get Your Free Copy  
of this New  
**TOP TEN BRANDS  
IN AKRON\* SURVEY**

\*The Nation's Biggest  
One-Newspaper Market

**TOP TEN BRANDS  
IN AKRON, OHIO**

**1956  
CONSUMER  
INVENTORY**

and product availability  
audit of retail stores

By Dan E. Clark II  
& Associates, Inc.

PERSONAL INTERVIEW  
SURVEY OF THE  
AKRON HOME MARKET

for the  
**AKRON BEACON JOURNAL**

REPRESENTED NATIONALLY BY STORY, BROOKS & FINLEY, INC.

An accurate, detailed picture of the great Akron market place is available to you now in the second annual Top Ten Brands survey made in Akron by Dan E. Clark, II & Associates, Inc. Comparisons are shown between 1956 and 1955 for products from Appliances to Wrapping Paper in fast-growing, free-spending Akron. Write us or ask your Story, Brooks & Finley representative for your free copy

**AKRON BEACON JOURNAL**

OHIO'S MOST COMPLETE NEWSPAPER

STORY, BROOKS & FINLEY, Representatives

JOHN S. KNIGHT, Publisher

outlets and new accounts in the maelstrom of today's competition, and were somewhat taken aback when a Mueller man would come in, examine the store, whip out a pencil and pad, and look the next thing to a gift horse right in the mouth.

The prospect would ask, "What cooks? Why all this investigation of our firm?"

"Because," the salesman would reply, "we are seriously thinking of having you as one of our outlets, but the Mueller Division requires full knowledge about a company it intends to enfranchise."

"Oh-h-h. Well, tell me more."

And the prospect gradually came to accept the fact that a Mueller Division franchise was a good thing to have. It's an impressive document, signed by H. P. Mueller, Jr., vice-president of the firm, and looks just right with a frame around it.

**Talk Advertising**

Suppose the prospect appeared to be interested in the Mueller Division franchise but did no advertising. That was the cue for the salesman to talk about Mueller advertising.

"Let me show you the types of ads we use," he would say. He would pull out a loose-leaf booklet with ad samples, and start the prospective dealer down the road that the Mueller Division would like him to take if it decided to enfranchise him.

Mueller salesmen also promoted showrooms, local and regional exhibiting, its air-conditioning school at Milwaukee, and other means of making topgrade merchandisers out of its customers. In the past year the air-conditioning school has drawn an attendance of more than 200 installation engineers—at their own expense.

How did the salesmen react to all this paper work?

"As you might imagine, some objected," says Davidson. "Our Division has a reputation for salesmen with long records of service. It's only natural for them to do a little wondering about the why and wherefore of all the sudden statistical work."

"But we explained the industry picture and the reason for the new policy, the necessity for keeping up with changes in the business. They are now realizing that through a more thorough knowledge of their outlets and their territories they can do a better volume of business."

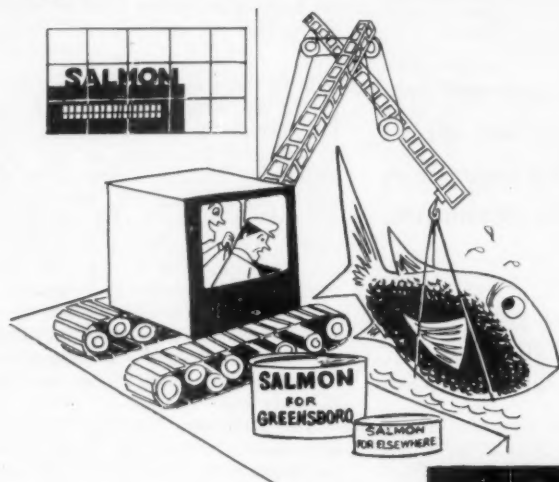
As a result of this careful upgrading and selection of franchised dealers, Mueller Climatrol itself is in a considerably better competitive position.

The End

SALES MANAGEMENT



# "This is the size we catch for the Growing Greensboro Market!"



We leave the fish stories to fiction writers—in the Growing Greensboro market we stick to facts. For instance, our ABC Retail Trading Area has 1/6 of North Carolina's 4.3 million population, yet it accounts for 1/5 of North Carolina's \$3 billion in annual retail sales.

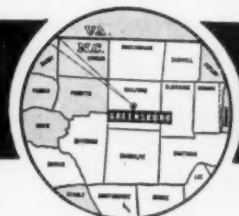
Another for instance: 1/5 of North Carolina's sales gain was accounted for by the Greensboro trading area. Still another: Our circulation exceeds 100,000, our readership, 400,000.

Only medium with dominant coverage in the Growing Greensboro ABC Market and with selling influence in over half of North Carolina!

Sales Management Figures

## Greensboro News and Record

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.



## Give the Gift you'd like to get yourself . . .

Go to your local store and see all of the attractive, imported Hennessy gift packages in a wide range of prices to fit your gift needs. No matter which you choose, yours will be a gift of good taste that is sure to please.

★ ★ ★

### ARMCHAIR SHOPPING SERVICE

Hennessy is available everywhere, but you can now send Hennessy Cognac as a gift to friends and business associates in 30 states. For complete information, write, wire or phone: Beverage Gift Service, Dept. H, City National Bank Bldg., Beverly Hills, Calif. CRestview 1-6286

★ ★ ★

# HENNESSY

The World's Preferred COGNAC BRANDY

84 Proof • Schieffelin & Co., New York



# More Purposeful Sales Calls Under U. S. Steel Supply's Control Plan

Simplified call reports consolidated for management provide both home office and salesmen with a current answer to "how are we doing?". The summaries enable supervisors to help each individual man correct his own weaknesses.

An interview with  
**K. P. RINDFLEISCH • Vice-President, Sales,**  
**United States Steel Supply Division, United States Steel Corp.**

United States Steel Supply's 200 salesmen in 10 districts now walk into buyers' offices with a purpose, knowing what they want to talk about—materials uses, current needs, future needs. At the home office in Chicago, the 80,000-name customer mailing list is now a picture of specific sales activity.

All this is possible because of three reports: the sales call card, the monthly statement of sales by product, and the quarterly statement of sales by account.

"This may seem like an undue amount of paper work," says K. P. Rindfleisch, vice-president, sales, "but we don't think so. Our program is based on the concept that a proper amount of planning and record keeping is essential for us to get the most effective results from our selling activities."

A sales department often has the largest budget but the loosest one, he says. "Where did the salesman ac-

complish something constructive and where didn't he? Maybe he is not getting the potential business from each account. Many older salesmen are making their quotas, but are they getting coverage? We had no answers to these questions, and for two years we kicked around the idea for the forms which could answer these posers. The forms were devised to evaluate what's doing in the field. Now, for instance, we can tell a salesman, 'You're getting only two out of 30 alloy users in your territory'."

Do the men like these reports? "They kicked like heck at first," Rindfleisch admits. "Now they're realizing what their shortcomings were. Some are finding, after a year's experience with these forms, that they were making too many calls; others, too few."

The IBM call card is the backbone of the whole program. Before making his call, the salesman fills in on one

side the company's name and the people to see there. After the call, he fills in results on the other side, giving a complete description of the call merely by marking spaces with diagonal lines. It not only informs his office of the results of each call in the easiest, most complete way possible, but it enables him to note any unusual circumstances he may encounter on the call. If trouble shows, "executive selling" comes in to help him out of his trouble. For additional information there is a section headed "Comments."

This is the only "writing" the salesman does. On the back of the card are spaces to indicate how much time he spent waiting to see the customer and how long the interview took. The card is so arranged that the salesman can, just by checking the appropriate box, indicate products discussed in the interview, and what reaction he got from the buyer. The "result" may be an order or an inquiry, or no order because the customer did not need any steel that day.

These call cards are sent each day by the salesman to his district sales manager, who takes immediate action the next morning. The sales manager sends each salesman's call cards to the Chicago office once a month. There they are tabulated mechanically.

This tab-run gives the salesman and his manager a recapitulation of a full month's work. It shows how many calls were made, and the over-all results of the calls, including the

CHECK RESULTS OF EACH PRODUCT DISCUSSED													
BLOCK CODE	RESULTS OF CALL	STEEL	IRON	COKE	CAST IRON	STEEL	IRON	COKE	CAST IRON	STEEL	IRON	COKE	CAST IRON
GENERAL DATA													
CUSTOMER	WEEK ORDER												
PRODUCT	NEW PRODUCT OF												
NEW	DELIVERY TIME												
OLD	ORDER												
UNUSUAL	AVAILABILITY												
ORDER	ORDER ON												
DEFERRED	PRICE												
NO	NO REQUIREMENTS												
YES	REQUIREMENTS												
NO	OTHER												

**THE BASIC CALL REPORT:** On this IBM coded card spaces are self-explanatory except Roman numerals in first column and the last two columns headed A and B. This is extra space not used in U. S. Steel's standard system which is provided so that individual districts may pick up some additional information particularly useful

UNITED STATES STEEL SUPPLY DIVISION SALESMAN CALL CARD			
COMPANY	QRE MFG. Co.	DATE	8/3/54
LOCATION		RECORDED BY	CWE
SALES MAN	W. SMITH, R. Ray		
COMMENTS	CHECK FLOOR PLATE AND ALLOY REQUIREMENTS - No		
	COPIES OF LATE ARRANGE FOR LUNCH DATE WITH		
	JAMES FOR MONDAY 8/13.		
	NOTE CWE - CALL THIS REPT. EVERY WEDNESDAY		

to them. Example: Some districts have salesman put a mark in the Roman No. 1 space if an alloy product manager accompanies the salesman, a mark in the II space if the stainless product manager accompanies the salesman. Summarized monthly, this shows district manager how many calls managers have made with regular line men.

number of orders and inquiries received, and the numbers and kinds of objections encountered.

Rindfleisch explains further that "each man then has a monthly session with his boss and, believe me, there are some interesting sessions between them as to how the man spends his time."

Another thing: by filling out these cards every day, the salesman checks his sales target and his progress on all product lines. The home office can spot a man doing an outstanding job, and he's certain to be complimented. "Last but not least," says Rindfleisch, "these cards make our guys *think*, and that's an important point for us."

The IBM cards tie in with the division's quarterly sales report, supplying immediate and valuable information. The Chicago office can now compute statistics on an IBM 650 computer and get the work done in two or three days instead of two or three weeks. "The sooner we get the information back to the district manager, the sooner he can act on it," Rindfleisch explains. "Formerly, the sales reports came out almost a month after the quarter ended; now we know the day after a quarter ends if there is trouble in some area. Instead of waiting four months, we now wake up in one month. Too, the district manager can spot a breaking off point immediately."

Quarterly reports on salesmen are kept in individual books by divisional sales managers, each of whom supervises no more than 12 men. The manager can take the book of forms home with pages clipped on subjects he wants to discuss with the salesman. Rindfleisch says, "We insist that once every quarter management people go through these books and see how their salesmen are doing. They interview one a week during the quarter. If the manager waited until the quarter ended, he'd have to drop everything to go through the books. With one day per month with the boss, each salesman has had time to make plans for solving problems. The past is not only worked on, but the future, too."

At USS, each salesman fills out a "consumer data form" for every steel warehouse customer in his territory. This form gives the account's name and location, its size, and a description of the product it makes and the business it is in. It also provides space for the salesman to indicate how much of each product the customer uses under normal conditions.

"These are the advantages we get from this program of collecting market information:

QUARTERLY SALES TARGET														Sales Territory 10A3			
COMPANY NAME	NO OF CALLS	H.R. BARS	C.F. BARS	STRL. SHAPES	PLATES	FLOOR PLATES	H.R. STRIP	H.R. SHEET	C.R. BARS	SHUT. SHOTS	SHEET PLANE	HIGH STEEL	ALLOY	PIPE	LESS	PIPE	LESS
ABC Co.	4	2.0		4.0	7.0									0.8			
DEF Co.	6		3.0											1.0			
XYZ Co.	12	5.0		8.0	10.0			2.0									
A SHEET METAL	2							1.0		3.0							
B TOOL ING.	3		1.0											1.0		1.0	
XXX MACHINE LTD.	10	6.0		10.0		2.0		1.0						2.0			
Y AIRCRAFT INC.	8													5.0	10.0		
J. Doe	3	1.0							1.0								
QGF Bros. Co.	6						1.0				5.0						
W.W. Mfg. Corp.	12	2.0		5.0	8.0	1.0		1.0					1.0	2.0	1.0		
TOTAL ABOVE	50	38.0	18.0	188.0	188.0	50.0	5.0	9.0	10.0	10.0	10.0		9.0	12.0	15.0	2.0	
TOTAL QUOTA		40.0	10.0	100.0	80.0	5.0	3.0	10.0	10.0	10.0	5.0		5.0	15.0	10.0	5.0	

QUARTERLY SALES SUMMARIES for each salesman are kept in individual books by divisional sales managers. They're used as the basis of regular reviews of each man. Forms show calls, sales, performance compared to quota.

USS 284-G 1/56		UNITED STATES STEEL SUPPLY DIVISION CONFIDENTIAL CONSUMER DATA		SALESMAN'S NO.	
COMPANY NAME AND LOCATION				DESCRIPTION OF BUSINESS, EQUIPMENT, PRODUCTS -	
AYE COMPANY 1172 A. STREET TOWN B, ILLINOIS				Manufactures metal working machinery. Does some machine parts work on a job basis.	
OTHER LOCATIONS				Machinery in shop: Auto. lathes, planers, grinding	
CONTACTS				Products Include: Lathes, milling machines and drilling machines	
MR. JOHN JONES, PRESIDENT MR. JOHN DOE, P. A. MR. WM. SMITH, STEEL BUYER					
PHONE NO.				TOWN A- 8534	
COMMENTS					
Bill Smith prefers to have calls made on Monday or Friday after 9:30 A. M. Should be contacted at least twice a month.					
Presently working on a new lathe item which looks promising. May result in added alloy requirements after they get it into production.					
PRODUCTS		AVG. QTR. REQTS.	DESCRIPTION OF PRODUCTS USED		
CARDON	H.R. BARS	10 tons	Rounds - 3/4" to 2"; Angles up to 2 x 2 x 1/4		
	C.F. BARS	10 "	Rounds C-1042 & 1117 - 1/2" to 3", MCB 1113		
	STRL. SHAPES	3 "	Channels, Light Beams & Angles		
	PLATES	8 "	1/4" to 3"		
	FLOOR PLATES	-			
	H.R. STRIP	-			
	H.R. SHEETS	5 "	12 ga. 30 x 96		
	C.R. SHEETS	3 "	22 ga. 36 x 96		
	GALV. SHEETS	-			
	SHEET BLANKS	-			
PIPE & TUBING	5 "	Cold Drawn Seamless Mechanical Tubing 3/4" O. D. x .692" I. D.			
HIGH STRENGTH	-				
ALLOY	15 "	H.R. Rounds 1" to 3" AISI 4340-4140; C.F. Rounds 1" to 3" AISI 4615			
STAINLESS	3 "	C.F. Rounds 1" & 1 1/2" Type 303 & 416 Free Machining			
ALUMINUM	-				
SPECIALTIES	\$5,000	Grinding Wheels, Tool Steel, Welding Rods			

A CUSTOMER DATA SHEET is filled out by each salesman for every steel warehouse in his territory. Salesman widens his knowledge of each account in collecting this information, home office obtains valuable picture of account.

# AN AD CAN BE SO STRONG IT'S WEAK

You look over the new ad the boys bring in for OK.

It's a strong ad.

It has *force*.

Boy, that's telling 'em!

You start to put your OK on the ad. You even grin as you think what old Snods, your biggest competitor, will say when he sees this ad...

... "whoa", you say, and you pull back.

Are we advertising to Snods, or to our prospects?

How will this "strong" ad strike the men who have the job of selecting the best product in the field for their particular purposes? Will they, in their search for facts, dismiss this as mere brag?

What do you want *them* to say when they've read your ad:

"It just can't be that good!"

or "That sounds worth looking into—I'll bet it's even better than they say."

The only ad that is really strong is the ad that is believed by the people who count—your good potential customers.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y.





"1. We get down—in black and white—the story of each of our customers. This eliminates working by guess and by golly.

"2. We find that the salesman increases his knowledge of each of his accounts in collecting this information. The types of data needed and the detail involved require that he sit down with the buyer and find out what really goes on in the customer's shop.

"3. We get the man who is going to use this information to participate in developing it. We have found that this makes for better information, and for better acceptance of its use by the salesmen."

The next step in the sales plan calls for the salesman to sit down with his district manager and go over the consumer data sheets one by one. They analyze each—in terms of the company's potential, past sales experience with the account, and the sales deterrents encountered.

From this review, the two men set up what USS calls a "quarterly sales target." They list each company, the number of calls that should be made, and the tonnage, by product, they think the salesman should sell the customer, and lay the groundwork for any special action needed. At the conclusion, they have agreed on what the salesman will be doing during the next three months. From the data sheet they have developed the sales plan.

#### Best by Quarters

"We think a quarterly sales target is the optimum length of time between full-scale reviews of the salesman's plan," Rindfleisch explains. "This is not a hard-and-fast rule, however, for in some cases a change of pace is indicated."

In addition to the IBM card and the sales call summary, the company each month furnishes the salesman and his manager a tabulation of the man's sales in full product detail for the previous month and year-to-date. In each case, sales are compared with the respective quota. Every quarter, and again by means of special equipment, each salesman and his manager receives a tabulation of the man's sales to each account on his list.

Through the reports—the sales call card, the monthly statement of sales by product, and the quarterly statement of sales by account—the man in the field and his supervisor have a progress report showing how success-

*Something  
goes into  
this box  
besides 'Empirin...'*



## NATIONAL FOLDING BOX

COMPANY DIVISION  
FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.  
FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.  
PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.



## Local boy makes lots of noise!

A good one-man band can make as much noise as a combo! That's why outdoor advertising is so popular on the local scene. Only outdoor assures you that your ads are as big as any other advertiser's.

General Outdoor Advertising specializes in this! We can give your selling message all the power of color and dynamic simplicity. GOA post-

ers, painted bulletins, spectaculars, make you look big, sell big!

In more than 1300 markets, local GOA men know your problems. And they are backed up by the facilities of a national organization.

Let us tell you how GOA makes local business big business. Call your local GOA office or write us in Chicago.



**General Outdoor Advertising Co.**

515 South Loomis Street, Chicago 7, Illinois

fully the sales plan is developing.

Rindfleisch says, "To insure proper balancing of the planning, record keeping, and selling functions, we employ two safeguards: (1) We have mechanized our record keeping and reporting activities as much as possible; (2) we require our salesmen to collect and record only the information that is of real value."

What are the benefits of sales planning? Rindfleisch cites three chief advantages of a planned sales program:

1. It insures the best use of sales time available.

2. It provides an accurate yardstick to evaluate sales performance and sales ability.

3. It guarantees a planned approach to selling activities.

"To summarize, a workable sales control plan tells you where you are going, and it helps you get there. This system helps to get the house in order. While there is actually no answer to what is a reasonable sales cost, we can now tell whether or not we're getting our dollar value out of what we're spending for each element of sales cost." **The End**

#### Hilton Plans to Open In Cairo on Schedule

Hilton Hotels International tells SALES MANAGEMENT that work on the Nile Hilton at Cairo, Egypt, is going ahead and that this hotel will probably be opened on schedule in November.

An article appearing in SALES MANAGEMENT's October 19 issue, titled "Hilton's 'Private Statesmanship' Shapes World-wide Hotel Empire," reported that Hilton and an Egyptian group were preparing to open this \$9.2 million, 400-room hotel within a year. That, however, was before the Suez trouble flamed into a war. The statement that neither the conflict nor the international tension seemed to be affecting Hilton's business plans further illustrates the point brought out in the article. Conrad Hilton, an international salesman, a global statesman, operates above the political strife of nations through sound and friendly selling practices.

Hilton's project manager at Cairo fears a possible shortage of steel and concrete, but this has not happened as yet. Arrival of United Nation's troops, it was felt, was tending to stabilize the conditions. And, although their families have been evacuated, all Hilton people in Cairo continue on the job.

DECEMBER 7, 1956

# OMAHA PLUS

**SOLD BY THE WORLD-HERALD**

Add the hundreds of urban centers of Nebraska and Western Iowa to greater Omaha — that's the market delivered by The World-Herald... 1.6 million people with 2.3 billion dollars to spend!

*Read by 3 out of 5 families in Nebraska  
and Western Iowa*



## Omaha World-Herald

252,598 DAILY

263,674 SUNDAY

ABC, 12 MONTHS ENDING MARCH 31, 1956

O'MARA & ORMSBEE, NATIONAL REPRESENTATIVES  
NEW YORK • CHICAGO • DETROIT • LOS ANGELES  
SAN FRANCISCO

## WHBF

coverage area has

**1,102,500**

people who spend

**\$1,339,059,000.**

(Total retail sales, S.M. Survey of Buying Power)

CBS FOR THE QUAD-CITIES

**WHBF** AM  
TV

ROCK ISLAND, ILLINOIS

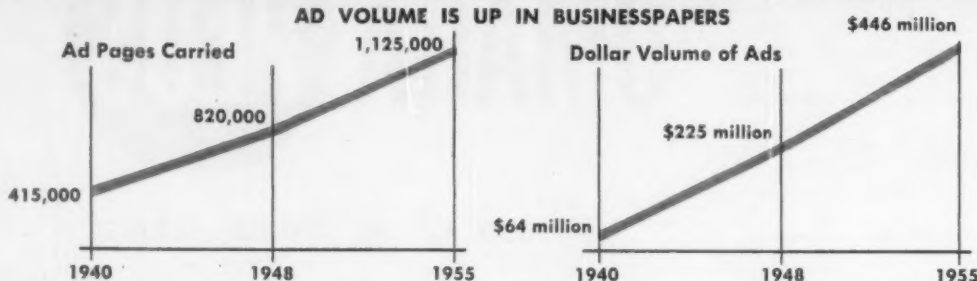
REPRESENTED BY AVERY KNODEL



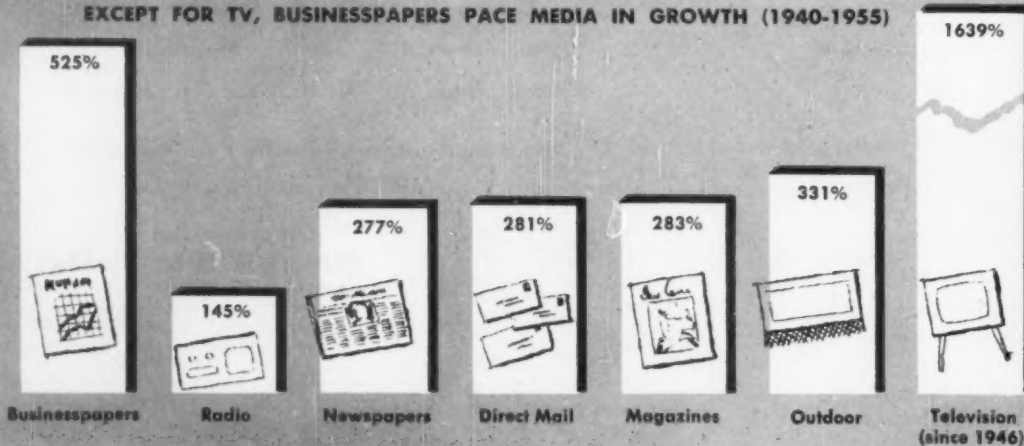
## Advertisers Look To Specialized Markets

(Served by 1,974 Businesspapers)

### AD VOLUME IS UP IN BUSINESSPAPERS



### EXCEPT FOR TV, BUSINESSPAPERS PACE MEDIA IN GROWTH (1940-1955)



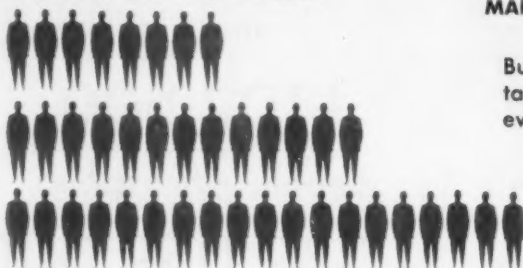
### Why?

1940  
13.7 million

1948  
23.5 million

1955  
33.8 million

### CIRCULATION HAS CLIMBED



### MARKET POTENTIAL IS BIG

Businesspaper advertisers  
tap a market of \$372 for  
every \$1 of advertising



Source: The Associated  
Business Publications,  
New York

Despite the fact that businesspapers have nearly tripled both circulation and the number of advertising pages carried since 1940, their growth momentum seems undiminished. They added 1.1 million to total circulation in 1955 and increased advertising revenue by 24% over 1954.

Businesspapers lead in number of advertising pages carried. The following list shows how these specialized papers rank in relation to the leading consumer magazines:

Publication	Ad Pages in 1955
1. Oil & Gas Journal	7196
2. Iron Age	6556
3. American Machinist	6134
4. Business Week	5729
5. Steel	5501
6. Electrical World	4696
7. New Yorker	4529
8. Electronics	4509
9. Florist's Review	4437
10. Life	4398

This year, 1956, businesspaper advertising volume is expected to reach

\$491 million, according to The Associated Business Publications. Last year, along with over a million advertising pages, the publications carried 71% more than in 1940.

Advertising rates have risen 118.8% since 1940 and the cost per thousand for businesspapers is up 51.6%. However, ABP reports, correcting for inflation and measuring in constant (1940) dollars, businesspaper advertising rates per thousand have actually declined 27.3%.





## *How do your salesmen spend their time?*

A lot of sales managers wanted the answer to this question . . . and so did we. Anonymous questionnaires were sent to salesmen employed by 37 industrial companies and returns from 288 salesmen were tabulated.

Among the many interesting items revealed by the survey was the time breakdown for an average selling day. Traveling and waiting for interviews took up 32% of the salesman's time; reports, meetings and office chores—19%; service calls—8%; . . . leaving only 41% of his time for actual face to face selling with customers and prospects.

Remember, too, that many calls may have to be devoted to the preliminary steps to a sale . . . making contact . . . arousing interest . . . creating product preference. This leaves too little time for the important jobs of making specific proposals and closing sales . . . so sales costs soar.

Production managers use the most up-to-date mechanical equipment to increase the productive capacity of plant workers. And many sales managers use business publication advertising to increase the effectiveness of salesmen. For, at pennies per call, business publication advertising delivers your sales message to thousands of your best prospects. It helps with the preliminary steps to a sale so your salesman can devote his time to closing the order . . . a job which he, and he alone, can best handle.

"The Industrial Salesman," a 20-page McGraw-Hill booklet, takes a realistic look at just what advertising can do—and does—for the men who sell. Your McGraw-Hill man will be glad to provide you with a copy.

### *McGraw-Hill*

PUBLISHING COMPANY, INC.

330 West 42nd Street, New York 36, N. Y.



*More than a million men in business  
and industry pay to read  
McGraw-Hill business publications*

## Persuasive Packaging

### New from Lassiter

#### Reduced packaging costs for Scripto

... with this new Lassiter cellophane package. Processed on fully automatic machinery,



which speeds production, cuts expense of packing refills. Original Scripto paper envelope was hand filled, hand stamped,

folded and sealed — a costly operation.

#### Promotional package spurs multiple sales

Life Savers' 1956 Halloween package features a big, bright-orange Jack-O-Lantern. The



design is the third developed by Lassiter for Life Savers' annual Halloween promotion. The cellophane over-

wrap, printed in three colors by flexographic process, is used over the standard 20-roll Life Savers carton. It encourages full-carton sales, can readily be discarded by the retailer after Halloween. Attractive tie-in displays can be set up in retailer's window or on the counter.

#### Samples build customer demand

Getting consumers to try your product is a major step in building brand acceptance.



Sampling is particularly effective if your sample package creates acceptance for — and recognition of — your regular-

size package. A good example is this sample package, produced by Lassiter for Burry's Gauchos sandwich cookies.



Best results when user and package manufacturer merge skills into packaging task force

### Lassiter merchandising skill opens important outlets



In almost every field of retailing, less than 25 per cent of the outlets account for more than 75 per cent of sales.

Chains and other large-volume merchants, who comprise the major and most profitable part of your market, are the buyers most conscious of packaging.

Highly successful packages developed and made by Lassiter have increased sales of many kinds of products — food and non-food — through these key retail units.

We should be able to make some constructive suggestions about yours.

Send for these: Lassiter Package Evaluator for rating your own package; samples of Lassiter-designed bags pertinent to your business.

**LASSITER**   
C O R P O R A T I O N  
350 FIFTH AVENUE • NEW YORK 1, N.Y.

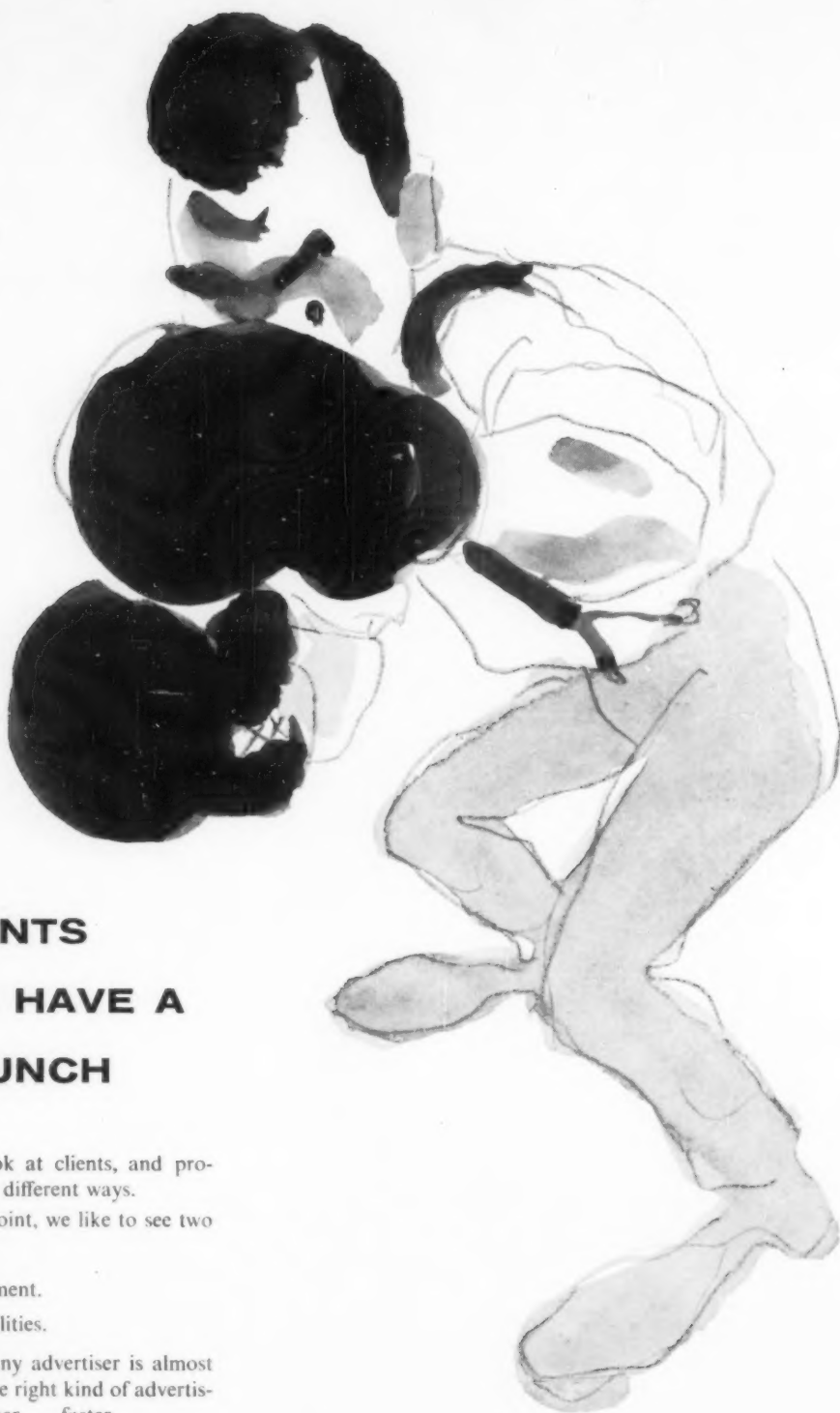
Atlanta, Ga. • Chicago, Ill. • Cheltenham, Pa. • Greensboro, N.C.  
Charlotte, N.C. • Danville, Va.

Designers and Manufacturers of Packaging In:

Cellophane • Polyethylene • Acetate • Paperboard  
Mylar • Foil • Laminations • Vitafilm • Paper

Packaging sways volume retailer





## **CLIENTS SHOULD HAVE A 1-2 PUNCH**

Advertising agencies look at clients, and prospective clients, in many different ways.

From the Y&R viewpoint, we like to see two things:

- 1** Sound management.
- 2** Growth possibilities.

Given that 1-2 punch, any advertiser is almost sure to go places. And the right kind of advertising can help him go further . . . faster.

**YOUNG & RUBICAM, INC.**

Advertising • New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • Mexico City • San Juan • London



AT JANTZEN, INC.

Tools for Selling

## Sales Promotion Kept Fast, Fluid And Splashy

Speedy Kodak color process helps Jantzen  
meet almost impossible 48-hour deadlines

Sales Promotion Section

Jantzen's stylists are still snipping and stitching at the firm's knitwear 48 hours before Mitchell Heinemann, vice-president in charge of sales and advertising, sends his 150 salesmen into major buyers' offices to begin taking orders.

This twice-yearly deadline problem is amplified by the fact that Jantzen's advertising budget of almost \$2 million is an integral part of the sales story. Colored reproductions of lines and advertising must be mass produced, economically, and distributed to salesmen immediately after the last stitch is taken.

Here is the background of the problem Jantzen and its suppliers solved in time for opening of the 1957 swimsuit sales season now getting underway:

In the course of growing to its current domestic \$45 million annual volume over a 40-year period, Jantzen has built strong brand-name identity through use of full-color pages and spreads in leading magazines, newspaper campaigns and outdoor bulletins and posters. Since color coordination is one of the chief ingredients of its products, Jantzen makes heavy use of color in its presentations.

Both the strong advertising support and the color consciousness apply to all three of Jantzen's major product lines — women's sweaters, men's sweaters, and swimwear. All three lines, likewise, involve almost complete changes or revisions every year.

In terms of marketing, the continuing newness of the products poses a major sales problem:

If the firm is to spend up to approximately \$40,000 for a single national ad and still more for coordinated, supporting media, its sales management wants to be sure that stocks will be on hand in retail outlets when customers, influenced by the ad, come in to ask for them.

Since Jantzen's several thousand retail outlets are independent, there is no automatic assurance that they will go along and stock any specific merchandise. This is where and why Jantzen is faced with the need to sell its advertising program along with the merchandise itself. In practice, Jantzen's sales promotion department has found it pays to create separate selling tools for this specific job.

Ideally, the ads should be laid out and ready to go and the kit should



**THE PRESSURE IS ON** as Jantzen stylists' just-completed designs are rushed into colorful yet economical accordion-fold format for salesmen's desk presentations. Supplier's art staff drafts recruits from all departments of the company to help out during the emergency.



**FORTY-EIGHT HOURS LATER**, Jantzen's Jim Rathbun, Northwest sales manager, shows department store buyers' folder containing Kodachromes.

**"WIRE DISPLAYS  
for better  
MERCHANDISING"**

**Your Silent Salesman**  
For Action . . . at the  
Point-of-Purchase

. . . With greater Profits  
from increased sales volume

**Why Colonel NASHVILLE builds better display MERCHANDISERS**

- ★ CREATIVE DESIGN—*experience-engineering-custom tailoring*
- ★ PRODUCTION CONTROL—*five complete manufacturing plants*
- ★ QUALITY CONTROL—*inspection rated superior*
- ★ SERVICE—*warehousing - drop shipments - complete shipping facilities*

*Write us for illustrated folder*

## NASHVILLE DISPLAY MANUFACTURING COMPANY

P.O. BOX 491

2505 Bransford Avenue • Phone: CYpress 7-4379 • Nashville, Tenn.

**PS\$ssttt!**



**DON'T LOOK NOW BUT YOUR  
Cinesalesman IS SHOWING!**

Yes, all over America . . . Cinesalesman, the self-contained 16mm continuous projector, is showing the way to new and thrilling sales results. Here's a salesman with pro-motion selling your product . . . your story . . . endlessly without supervision.

**Now 3 Models Available**

- 1—Lightweight Salesman's Model.
- 2—500 ft. capacity, heavy-duty showing.
- 3—1200 ft. capacity, providing 30 min. showing—complete with Reel Arms.

*It Sells on Sight!*



Designed with exclusive patented feature . . . Cinesalesman has met the exacting requirements of hundreds of nationally known organizations, successfully passing all the rigid demands of sales presentations, trade shows, exhibits, conventions and point-of-sales locations. Cinesalesman is proud of its performance record (boasting on request). Incorporating a cartridge type power-driven continuous 16mm film magazine, Cinesalesman features rear projection on a built-in simulated TV screen. It requires no special film, yours will work or any standard 16mm film, either color or black and white.

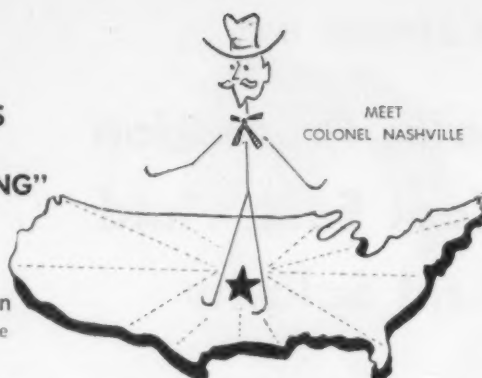
Lightweight . . . compact . . . completely self-contained as illustrated! Simple to operate, just plug into electrical outlet . . . click a switch . . . immediate action and sound . . . providing sharp steady pictures in the most brightly lighted rooms.

**Write for demonstration to:**

**BUSCH**  
**Cinesalesman**  
CONTINUOUS PROJECTOR

**BUSCH FILM & EQUIPMENT CO.**  
Dept. S-3  
212 S. Hamilton Ave., Saginaw, Michigan

MEET  
COLONEL NASHVILLE



include engravers' proofs from the actual copy. In a business like Jantzen's, however, this is impossible. It does well to decide what items are to be featured in ads in which magazines by the time of the meeting. The problem, then, is to produce a salable graphic presentation of the advertising program under a schedule where it is standing procedure to have some final decisions kept open until 48 hours before D-Day. In bringing color to these presentations, there are two chief considerations:

1. Quantity. Only 150 sales kits are needed. Most mass production color techniques are too expensive to be practical on such a short run.
2. Timing. With only 48 hours from the receipt of a transparency to the deadline for the finished kit in some cases, there isn't time to go in for a mechanical reproduction technique.

### **Solution: Photography**

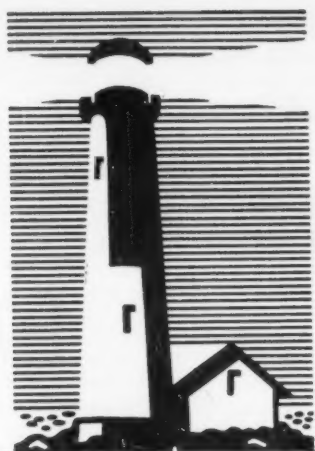
The answer is direct photography. Richard Andrews, who handled this project for Jantzen's sales promotion department, approached Claude Palmer, head of the Photo-Art Commercial Studios, Portland, with a presentation of the problem and its basis.

Palmer, at the time, was operating with a small, two-man color department. But he saw the potential and figured out this solution:

The color reproductions for the Jantzen sales kit are printed by the Kodak Dye Transfer Process. For some time, dye transfer had been looked on as an expensive, time-consuming method. It involves the soaking of three separate film matrices in basic color solutions and then transferring the images one at a time onto the finished backing sheet.

Getting together with his color department chief, A. Henry Gaylord, Palmer came to the conclusion that the cost of producing the matrices, one of the big dye transfer hurdles, could be absorbed profitably with a run of 150 prints.

Next problem was the speeding of the normal cycle of keeping each matrix in its dye for at least 15 minutes. Working with Kodak technical representatives, Gaylord was able to adapt the chemicals so that the process, under careful safeguards, could be speeded up to 10 prints per hour. On this basis, Photo-Art was able to bring the cost of dye transfer prints down to between 78 cents and \$2, depending on size. Thus, front-line color reproductions became feasible for Jantzen. In a pinch, a full run of 150 prints can be delivered within 12 hours—meeting the deadline requirements hands down. **The End**



10<sup>th</sup>

# SCRIPPS-HOWARD'S GROCERY PRODUCT DISTRIBUTION SURVEY

For the tenth consecutive year, Scripps-Howard newspapers have made a study of grocery product distribution.

**15-cities report . . .** The survey was conducted in grocery stores in 15 cities from coast to coast. In effect, it is almost a national study.

**Non-grocery merchandise . . .** Alcoholic beverages, drug products, tobacco products, kitchen utensils and appliances were checked to ascertain the frequency with which such merchandise is now handled by grocery stores.

**77 classifications of grocery store merchandise . . .** brand by brand, the survey checked the distribution of well in excess of 10,000 different brands.

Reports will be ready this month. Now is the time to get your request in for a copy. Contact Scripps-Howard newspapers or any of the General Advertising Offices listed below.

## SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram & The Sun  
CLEVELAND . . . Press  
PITTSBURGH . . . Press  
SAN FRANCISCO . . . News  
INDIANAPOLIS . . . Times

COLUMBUS . . . Citizen  
CINCINNATI . . . Post  
KENTUCKY . . . Post  
Covington edition, Cincinnati Post  
KNOXVILLE . . . News-Sentinel



DENVER . . . Rocky Mountain News  
BIRMINGHAM . . . Post-Herald  
MEMPHIS . . . Press-Scimitar  
MEMPHIS . . . Commercial Appeal  
WASHINGTON . . . News

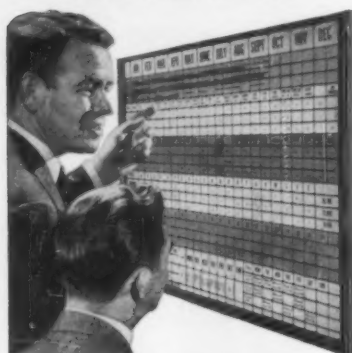
EVANSVILLE . . . Press  
HOUSTON . . . Press  
FORT WORTH . . . Press  
ALBUQUERQUE . . . Tribune  
EL PASO . . . Herald-Post

General Advertising Department, 230 Park Avenue, New York City

Chicago San Francisco Detroit Cincinnati Philadelphia Dallas

DECEMBER 7, 1956

## How To Get Things Done Better And Faster



### BOARDMASTER VISUAL CONTROL

- ☆ Gives Graphic Picture—Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate—Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory Scheduling, Sales, Etc.
- ☆ Made of Metal Compact and Attractive. Over 100,000 in Use

Full price \$49<sup>50</sup> with cards

**FREE**

24-PAGE BOOKLET NO. S-200  
Without Obligation

Write for Your Copy Today

**GRAPHIC SYSTEMS**

55 West 42nd Street • New York 36, N.Y.

**SELL  
SELL  
SELL  
SELL...**



MORE WITH A

**Viewmaster\***

The Easel Portfolio That Displays One Sheet at a Time

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf.

Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly.

Carried in stock in four sizes.

SEND For Full Line Folder

**Sales Tools, Inc.**

1704 W. Washington, Chicago 12

**Mail Promotion**

**BY JANET GIBBS**  
Sales Promotion and  
Direct Mail Counsel

## To Help You Keep Going Ahead

In a brief but potent talk the other day, Leslie Davis, special assistant to the publisher of Dow Jones & Co., Inc., made some direct mailwise pointers. Davis is largely responsible for the outstanding mail sales record of *The Wall Street Journal*.

Let's look at that record: 1940—29,000 circulation at \$18 a year; 1956—438,000 circulation at \$20 a year. *The Wall Street Journal* circulation today is about 15 times what it was in 1940. A comparable record has been set by the weekly publication, *Barron's*.

Davis tells some of the reasons why: "Such a picture would have been impossible if our publications were less well liked by subscribers. That's first and fundamental. Beyond that, there's our promotion-minded management. It's sales-minded, understands the function of advertising, believes in it; believes in direct mail, and is quick to see the value of a sound idea in relation to a sales program as a whole. Our management has sales imagination, sales creativity; it feeds ideas to the mail-sales department, yet never demands they be used."

**THE BASIC SELLING IDEA:** For *The Wall Street Journal* it is "To Help You Keep Going Ahead"—for *Barron's*, it is "Guidance for Investment Success on Your Own."

"By a basic selling idea," he says, "I mean a picture before the mind's eye—the eye of a creative sales mind—of how the need for a product can be developed into *desire* and *buying action*. A liberal education in 15 minutes a day—is a basic selling idea."

"Think of a well composed picture in which every brush stroke adds clearness and power to the center of interest. Similarly every point, every word in a really powerful sales story builds the effect of a basic idea—the focal point. In this way a whole appeal becomes a single, moving thought which you can, no matter how many the parts or the words, sum up in a single sentence or phrase. We groped and experimented for years to find our basic selling idea."

**"WE TRY TO PLAN WELL.** We try to bring to our planning the knowledge we gain from constant study of the price trends of materials and services we buy. We are guided by the general outlook, by knowledge of our market and the trends in it, by knowledge of our sales trends, and by computations of the costs of what we can reasonably expect to do. We approach our plan with no settled convictions about the merits of past operations—as if, in a sense, it were the first plan we ever made.

SALES MANAGEMENT



"The finished plan forecasts, month by month, for a year, all elements of time, volume and value—circulation-sales income, circulation gains or losses, executive and supervisory salaries and expenses, costs of outside services, how many subscriptions will stop, newsstand fluctuations, the number of salesmen needed, direct-mail volume and cost of materials, and so on.

**"ANOTHER HELP TO OUR DIRECT MAIL** is our constant advertising in publications; also outdoor and commuter-poster advertising. As a direct result of our advertising we get a large volume of new subscriptions. If we didn't advertise but sought to sell the subscriptions it produces through direct mail, we'd be forced to use low-pulling lists or to overwork good lists. The people who respond to our advertising are only a small fraction of those who see it and gradually come to identify our publications with realizing their aspirations and getting what they want. Two things happen: (1) They become easier to sell; (2) our market enlarges as more and more people, influenced by our advertising, move into it.

"We have tested the enclosure of reprints of our publication advertisements in our direct mail. It is worth-while."

**ON OUTSIDE SERVICES:** "We'll mail in excess of 15 million pieces in 1956—and we still follow the generally forsaken practice of checking mailing lists against our subscription records to pull out subscribers' names. We check about 75% of prospect names or about 12 million names for the year.

"This checking work, done by our own personnel in our office, together with planning and management, correspondence, supervision of advertising and direct mail, purchasing of materials, supplies and services, statistical work, storage—all are done on slightly less than 3,000 square feet of floor space. And we have plenty of room! Explanation of this minor miracle is our belief in leaning on good outside services.

"Even though we produce effective materials within our organization, WE THINK IT IS AN EXCELLENT IDEA TO RETAIN OUTSIDE CREATIVE TALENT. It has broadened our creative base and our point of view—we are able to secure the experience of specialized organizations that have background in our work, without building up excessive internal overhead.

**"WE TEST ALL THE TIME.** In direct mail we test mailing lists, sales letters and offers. Also, we've tested envelopes, envelope corner cards and teasers; enclosures, stickers, gadgets, personalized fill-ins; air mail and first-class postage against third-class; colors; frequencies of list usage. And so on. It's important to know how to test and how to read the results. They are not exact guides, for you're dealing with probabilities, possibilities, margins of error, not certainties. We save many thousands of dollars a year, because our little mistakes don't often become big ones, and we discover opportunities which, without testing, we would miss."

**MAILING SCHEDULE:** "Each and every week, with the exception of one or two during the year, we send specific pre-planned quantities of mail. Returns vary from season to season and month to month, but frequently the unexpected happens. Returns will go up in a supposedly bad month, or down in a supposedly good month.

"The *Journal* and *Barron's* do business the year round. And there are benefits from mailing all the time. We're never out of touch with our market. And we can see trends. To mail three or four million pieces at one time, after being out of the market for three or four months, would be quite a gamble, even if we tested. By dividing this up into weekly mailings, we spread our risk. Printers and letter-shops would rather get a steady flow of work they can count on. They handle it better, and give us better prices."

"Maybe the race is not always to the swift, nor the battle to the strong, but that's the way to bet!"

Damon Runyon



Experienced Direct Mail users never flout the law of averages. They use Reply-O-Letter, the letter with the Built-In Reply Card. Past performances prove this easy-to-answer letter consistently outpulls other types of Direct Mail 3 to 2.

The odds are even more in your favor when you rely on our fine team of artists and copy writers. They're already producing winners for over 400 clients!

Success is no longshot when you're backed by Reply-O-Letter and our creative staff. If you have a continuing need for resultful Direct Mail, it's a good bet you'll find it here. Any takers?

23rd year of Service to organizations in every field  
NEW YORK LIFE INSURANCE COMPANY  
KLM-ROYAL DUTCH AIRLINES  
HARVARD BUSINESS REVIEW  
AMERICAN BRASS COMPANY  
W. T. GRANT STORES  
PRENTICE HALL  
CANCER CARE  
RUST-OLEUM

the  
**reply-o-letter**

7 CENTRAL PARK WEST  
NEW YORK 23, N. Y.  
CIRCLE 9-8118

Sales Offices:  
BOSTON - CHICAGO - CLEVELAND - DETROIT - TORONTO



### Attention! MAGAZINE PUBLISHERS

We offer you full facilities plus centralized location for printing, binding and mailing your periodical publication, either sheet-fed multi-color letterpress, offset or web-fed offset. Ample paper supplies available.

For detailed information, write  
**M. F. A. Publishing Department**  
204 South 7th, Columbia, Missouri

## HELP Your Salesmen Sell More



Give Your Salesmen A BETTER  
MEMORY For Christmas —  
MORE SALES For 1957

**Recorday** helps them:

- Organize their time
- Keep appointments • Keep promises
- Work effectively • Follow through
- Remember details • Sell more

A complete 12-Month Memo System and Work Organizer With Leather Pocket Case—Designed Especially For Salesmen.

Used By Many Leading Companies.

Send Today for complete 12 month unit on approval, complete details and quantity prices. Satisfaction unconditionally guaranteed.

**Recorday Co.**

Dept. S

69 Harvey St. Cambridge 40, Mass.

Please send the following Complete Recorday Units On Approval:

..... With Deluxe Brown Case \$8.50

..... With Brown Pin Seal \$6.50

Name ..... Title .....

Company .....

Address .....

City ..... State .....

### Sales Promotion Idea File

BY LARRY SCHWARTZ  
Mktg. Consultant and President,  
Wexton Advertising Agency

#### TRAINING PACKAGE WORKS IN FOUR LANGUAGES

Revlon's International Division solved a tough foreign problem by packing a complete visual sales training program, consisting of large easels, large picture cards with magnetic strips and magnetized add-ons, etc., in an oversize valise. No words on the large cards . . . just pictures. All the words, to be delivered by sales trainers addressing large classes, are incorporated in a comprehensive training manual, available in four different languages, covering all the Revlon lines. Each section of the manual is printed on a different color paper matching the color of the picture cards that illustrate that section. For further details, and for an interesting booklet on sales training, write to the outfit that produced the Revlon kit—Porter Henry & Co., Inc., 507 Fifth Ave., New York 17, N. Y.

#### YOUR AD RUN FREE IN NATIONAL MAGAZINE

*Mad Magazine*, with monthly circulation over 500,000 copies, will carry your ad free of charge, provided it contains a booklet offer, coupon or other response puller, and provided you permit the magazine to publish the results you get. Readers of this humor-satire publication are mostly male teen-agers. If interested, contact *Mad Magazine*, 225 Lafayette St., New York, N. Y.

#### LITERATURE STAND FOR TRADE SHOWS

Keeping literature in orderly piles at trade shows is a big problem, as anyone who has ever manned a jammed booth knows. Kerr Wire Products Co., Chicago 51, Ill., makes an excellent literature stand that keeps catalog sheets, booklets, etc., in order, assures exhibitor of better distribution of his material.

#### HOW TO TURN REPAIR MEN INTO SALESMEN

Since the servicer who fixes the TV set or repairs the refrigerator is a respected and welcome visitor in most homes, alert retailers and manufacturers are thinking up ways to obtain new leads and sales from the men who represent them oftenest in the home. The editors of *Mart Magazine* recently outlined a 6-point plan for getting the most out of home calls: (1) Work out a scale of commissions you can afford to pay for leads resulting in sales; (2) announce the plan to your service men; (3) post announcements on your bulletin board; (4) set up a record-keeping system, and award prizes for high men each month; (5) provide each service man with a business card; (6) give each servicer a set of instructions. For an excellent sample list of instructions, write to John L. Stoutenburgh, *Mart Magazine*, 470 Fourth Ave., New York 16, N. Y.

# Are your construction ads hitting home?

CONSTRUCTION EQUIPMENT's new reader research method—"Target Reports"—shows advertisers how and why their ads hit home—or don't; provides clues to improved ad sales performance.

Here's a great new opportunity to find out what kind of a sales job your advertising is doing for you in the construction field. Find out—not in terms of how many people note or read them—but how well your sales message gets across to them. Get real evidence of your advertising's effectiveness, valuable clues to its improvement.

## Target Report® surveys in 1957 can tell:

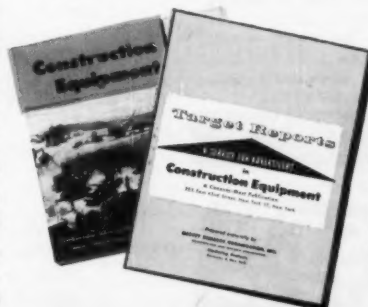
- If your message is understood
- If prospects believe your claims
- If you're giving the kind of information they want
- If your ads are helping to sell the product

### How "Target Reports" Reader Research Works

A team of experts in depth-interviewing from Harvey Research goes out into the field and reviews an issue of CONSTRUCTION EQUIPMENT, page by page, with a cross section of its readers. These men are asked to tell just what they get out of each advertisement, full page or larger; to describe what it tells them, in terms of their own interests and needs. Their comments are carefully recorded and that's how you get them—word for word. You'll know how well these men get your sales message—learn what kinds

of information they want and look for, what they believe and what they doubt. You will find out what they want to see in advertisements, how they feel about photographs, drawings, specifications, performance features. You'll have a great new tool that will not only tell you how you're doing—but give you clues on how you can do it better. You'll get them fast, too—Target Reports will be ready about 30 days after the end of issue month.

No charge is made for this unique service. Advertiser and agency each gets a complete bound set of comments on a full-page or larger advertisement... plus all the additional comments on their general information needs made by construction men. Regular issues of CONSTRUCTION EQUIPMENT in February, June, August, October and December 1957 will be studied.



For further information write for descriptive booklet or see your CONSTRUCTION EQUIPMENT representative.

## Construction Equipment

A CONOVER-MAST PUBLICATION  
205 East 42nd Street • New York 17, New York



## Color Gets Results!



Promotion ideas packaged in familiar and drab looseleaf covers imply horse-car era selling. American-Standard's '56 TV planbook gets positive results with its contemporary design. Startling color — pale blue with vivid heliotrope — screenprinted on buckram, made it a stopper.

For a headstart with good design resources call or write to see Sloves' custom samples, attention Dept. SM-12.

# SLOVES

MECHANICAL BINDING CO. INC.

601 W. 26th ST., NEW YORK 1, AL 5-2552

## PIN-ONS FOR PROFIT HAWAIIAN WOODROSES



Here's a new exciting giveaway or premium to captivate women everywhere. A real flower preserved by nature to last forever. Women love the exquisite beauty of the HAWAIIAN

WOODROSE corsage. Complete with colorful ribbon bow ready to pin on! Perfect for special sales events, special days, to introduce new products, new models, etc. It's a low cost high prestige idea. Order a 100 or thousands. Guaranteed Delivery.

Send for price lists and illustrated catalogue Dept. SM 127

Flowers of Hawaii - H. C. Krueger  
470 S. Lafayette Pl., Los Angeles 57, Cal.

# HANSEN

## STORAGE CO.

124 N. JEFFERSON ST.  
MILWAUKEE, WIS.

WISCONSIN'S  
LARGEST AND  
MOST MODERN

APPLIANCE — HANSEN STORAGE OF MADISON INC.

## TOMAYTO OR TOMAHTO?

Sacramento Tomato Juice ran 15-second recorded commercial on WRCA radio in New York, with 5-second live tag. After 10 days a number of chain store buyers who had heard the commercial asked Sacramento to change the pronunciation of "tomahto" in the recording to "tomayto." This was done without the knowledge of Tex and Jinx, Al Collins, Kenneth Banghart and Bill Cullen, on whose programs the commercial was broadcast, and a new recording was substituted. Each of these personalities caught the switch when they heard the commercial broadcast on their own program, and gave it a big play editorially. Station salesman Bill Kreitner came up with the idea of doing a public opinion survey on "tomayto" versus "tomahto" . . . got the same personalities to do some hilarious bits for a 7-minute record, which the sponsor is using widely for sales meetings, dealer promotion. For a copy of the record, contact Bill Kreitner, WRCA, New York, N. Y.

## FREE COPY OF "TOTAL MARKETING NEWSLETTER"

In the current issue of my own company's "Total Marketing Newsletter" we describe how the proper coordination of 16 major marketing elements, including sales promotion and advertising, produce greater sales results. I'll be happy to mail you a copy if you'll write to me at the Wexton Advertising Agency, Wexton Building, 11 E. 47th St., New York 17, N. Y.

## SUCCESSFUL MULTI-PAGE ADS ON RELATED ITEMS

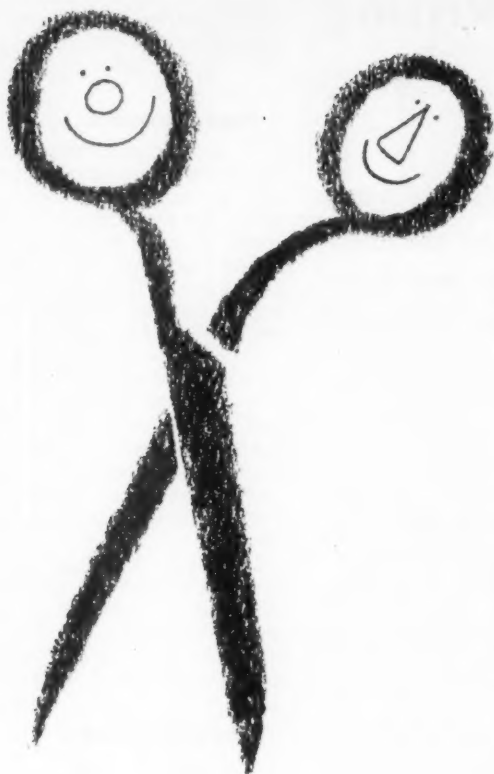
A fascinating case history of a successful 5-page tie-in ad run jointly by Admiral radios, Ansco cameras, Evinrude motors, McGregor sportswear and Skotch Kooler picnic accessories is available from Joel Harnett, *Look* magazine, 488 Madison Ave., N. Y. 22.

## GIN PRESENTATION COMES IN MINIATURE TRUNK

Showmanship at its best is embodied in the new Four Roses Gin salesmen's presentation. It's a miniature trunk about 12" high, covered with travel stickers. A blue curtain covers the left half of the opened trunk, while die-cut cardboard cutouts in the shape of suits hang in the right half of the trunk. Each cutout is printed with a message and delivers a part of the sales story to the retailer. Additional selling points are printed on the back of each card. After reading the last card in the suit cutout, the salesman lifts the blue curtain, revealing a bottle of Four Roses Gin. Opening a drawer in the trunk, he removes a snifter glass and demonstrates bouquet, color and taste to the retailer. Further information available from Harold Aster, Regency Displays, Inc., 107 Grand St., N. Y. 13.

- **SALES PROMOTION IDEA FILE** is a monthly review of sales-producing tools and ideas, designed to stimulate the thinking of sales-minded executives. Contributions to this column should be sent to Larry Schwartz, president, Wexton Advertising Agency, c/o SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Where possible, attach sample and description of results. Schwartz will answer inquiries regarding sources of sales promotion materials.





*We asked an ad-VP, and a sales-VP,  
and they said,*

**"If you want  
reader interest,  
run a  
contest"**

We've taken their advice—and here goes. Complete the following statement in 25 words or more. Or less. Ready?

**I DO NOT OWN COMMON STOCKS BECAUSE.....**

Now let's see. **Was your reason that you don't see what ownership of stock can do for you?** Then let's look at what you may be missing. Stock ownership makes you part-owner

of a company. As an owner you can share in any profits that may be distributed as dividends and if the company grows the value of your investment may also grow. While you work in one business, those dividends give you income from another... an income that may continue after you've kissed the boss goodbye. And stock ownership may help you keep pace with any increase in the cost of living.

**Was your reason that you don't have a dime left over after all the bills are paid and family emergencies provided for?** An excellent reason. If that's the case, you're not ready to invest. But sometimes this is also the improvident man's excuse. If you have an emergency fund and can put aside another \$40 every three months then maybe you're ready to investigate the convenient Monthly Investment Plan. This enables you to buy stocks by investing modest amounts *regularly* on a pay-as-you-go basis.

**Was your reason that there's risk in buying stock?** Yes indeed there is. Stock prices constantly fluctuate. A company may not pay dividends and it may not grow. In fact, as you know so well, it may lose ground. That's why it's important not to buy on hunches, or on tips or rumors. Always get facts.

**Or perhaps you just think finding a good investment is like finding a needle in a haystack.** Well, sit back and enjoy what's coming. You don't have to be an expert. A Member Firm of the New York Stock Exchange will help you plan a sensible investment program, help you get facts you want, help you buy or sell securities—help you decide whether bonds might be a better investment for you than stocks.

Here are some useful facts:

Nine out of ten stocks on the New York Stock Exchange paid dividends last year, and more than 300 have paid dividends *every* year from 25 to 108 years. Some of them pay 5 to 6 percent at recent prices, some are favored by financial institutions, some have high earnings in relation to dividends paid (sometimes a sign of growth). You'll find this information—and much more—in a valuable little guide to common stock investment, "DIVIDENDS OVER THE YEARS." Get it, free, from any nearby Member Firm of the New York Stock Exchange. Or if you prefer, send the coupon now. After you've answered the contest question, maybe you will find you've been missing a good opportunity to put your money to work. Why not call on a Member Firm of the Exchange and look into this further.

**Own your share of American business**

**Members  
New York Stock Exchange**

For offices of Members nearest you, look under New York Stock Exchange in the stock broker section of your classified telephone directory.

**Send for free booklets**—"DIVIDENDS OVER THE YEARS—a basic guide for common stock investment" and "\$40—and I'm an Owner of Common Stocks." Mail to your local Member Firm of the Stock Exchange, or to New York Stock Exchange, Dept. R-156, P. O. Box 252, New York 5, N. Y.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

# Put Your Policies in Writing For Your Salesmen!

When you do so, you lift morale, head off misunderstandings, and provide a solid basis for a harmonious and effective relationship between the house and the men in the field. Eskay has idea manual for content and treatment.

BY WILLIAM C. DORR

"Our manual of sales policies is so important to our operations that we often refer to it as the 'Constitution' of the Eskay Carpet Corp."

So says George D. Kaplan, Eskay's vice-president. With the manual he believes he has achieved "a sound basis of mutual understanding between our management and our sales personnel."

Distinct from the usual sales manual that guides the salesman in the various phases of his job, the sales policy manual is a straightforward statement of what the company expects of its men; it itemizes exactly what they in turn can expect from management. In the interest of good human relations, it has these three major objectives:

1. To set forth clearly the established practices and operating principles of the company.

2. To reduce to a minimum those areas of disagreement and misunderstanding that often exist between management and salesmen to the detriment of the business.

3. To build, with the other operating divisions, an efficient, harmonious organization to the benefit of the individual and the business as a whole.

In some industries it is the practice to put these policy statements into legal contract form. But that was just what Eskay wanted to avoid because, Kaplan says, "we feel this method tends to produce a negative reaction with the salesmen. Instead, we wanted something that would reflect the views and wishes of management and at the same time incorporate the views of our salesmen."

Now up for annual revision and expansion, the Eskay sales policy manual concludes with:

## For our mutual interests.

The sales policies of a company are the anchor that hold it steady in the tides of the market place. And the flexibility of these policies must be such that it permits the company to ride those tides, just as an anchor chain permits a ship to ride at anchor.

Policy changes, dictated by the times, marketing conditions and other outside influences will be made and incorporated in this manual. Eskay also will give full consideration to improvement in operating procedures and other ideas recommended by our salesmen.

Thus, if all participate in making these policies function, there can only be successful association of the salesmen with the company and with each other.

The Eskay sales policy manual begins with:

## Your territory.

An active, productive segment of the company's business: With the exception of men engaged as sales trainees, each salesman is assigned to and is in charge of a clearly defined territory. This unit may be either of the following:

- (A) A county, several counties or the designated part thereof in the company's market area.

- (B) A roster of active, inactive and prospective accounts in a territory in which two or more salesmen are calling on the trade. Each roster will be assorted to provide a fair share of good, medium and low-grade accounts.

### Under B:

Each salesman may register additional prospects equal to 25% of his assigned accounts. Before calling on these prospects, check with the sales

manager to avoid duplicate contacts. Mail inquiries and office calls from prospective dealers will be assigned on a rotation basis.

## House accounts.

1. From time to time, certain accounts that have been assigned to a salesman or are in his designated territory may be withheld from him for credit or other reasons and handled as house accounts. However, as soon as the cause of withdrawal is removed, they may be returned to him for active contact again.

2. It is the Eskay policy to keep all house accounts to a minimum.

3. If a salesman is unable to make any progress with some of his assigned accounts in a period of six months, Eskay reserves the right to exchange them for others of equal potential or withdraw them from the salesman.

In fact, the Eskay salesman is actually in business for himself. Unhindered by problems of management, merchandise and finance, his net return is limited only by his ability and activity in the field. As for:

## Your field activity.

Exclusively for Eskay:

As indicated on our distribution chart, there are 94 potential contacts available for the 11 lines we represent in the 10 different trades we service. That's a man-size job for any salesman and certain to take all of his selling time.

Therefore, the handling of any other activity during business hours will be construed by Eskay as a basis for the immediate termination of a salesman's services. Your field operations are reflected in:

## Your daily report.

To guide you in more profitable selling:

No businessman would attempt to direct his affairs without good reports. No salesman can work effectively and profitably without an accurate record of:

- (A) What he sells to his customers.

- (B) The demonstrations that make future sales.

- (C) The prospects he must convert into active accounts.

Eskay combines all daily reports into a company norm or yardstick to measure its effectiveness as a sales organization. That is why we ask you to send in your daily order report with your orders each night. If not active in the field for one or more

# How to beat last year's sales figures

EVERY successful sales stratagem has two common denominators: A good plan . . . and people determined to carry it out. If you want to beat last year's figures, Cappel, MacDonald can help on both counts.

Our broad experience provides the pattern and our expert staff frees the time needed to develop sound plans.

Our incentive campaigns spark distributors, dealers and salesmen with more determination than any other method known to sales management.

## Sales up 14%

Last year, 4,000 C-M clients got results similar to those reported by a maker of pressure sensitive tapes:

"The campaign retained the enthusiasm of the salesmen and their families and brought a 14½% increase over the same period last year. We accomplished the purpose of getting the men to demonstrate these products on their calls."

## Reason: Human Nature

Basic principles of psychology explain why C-M plans succeed where commissions and other cash rewards fail. A man gets tired of paying bills; he longs for honor, recognition, luxury, a chance to play hero at home.

We offer him what he wants most—luxuries he'd hesitate to buy, beautiful gifts for his wife and family, a chance to thrill friends with tales of Paris, Havana or other exotic cities.

We supply prizes to suit every campaign budget and every level of ability and taste. We provide a direct mail campaign to stimulate the interest of participants and their families. We handle every detail and provide management with a complete plan based on 34 years experience.

## Sales Cost is low

Plans are virtually self-liquidating. Prizes are billed as they are won—travel at carrier-resort rates, merchandise at wholesale prices. Printing is charged at cost. Normal distributor and travel agency discounts pay for the highly specialized services of our 400-man staff.

When you use this free C-M service, you get better results . . . with less payroll expense and less time lost from other duties. So don't delay; investigate this commonsense plan for increasing your 1957 sales.



## Get the facts now . . .

If you want to start building sales now, a letter or phone call will bring the nearby C-M representative to your office. No obligation, of course.

If your interest is long-range, you'll find valuable tips on motivating men in our free brochure, "Who's Selling Who". Get a copy for your files.

Write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. D-12, DAYTON 1, OHIO.



## Take the airway to incentive success

Even if your job is tough or your men slow to respond—air travel will get sure-fire results. The world-wide C-M staff will anticipate every problem and arrange every detail, including flowers, parties, sports events and other glamor extras. Your company's reputation as a host is safe in the hands of Cappel, MacDonald and its associates.



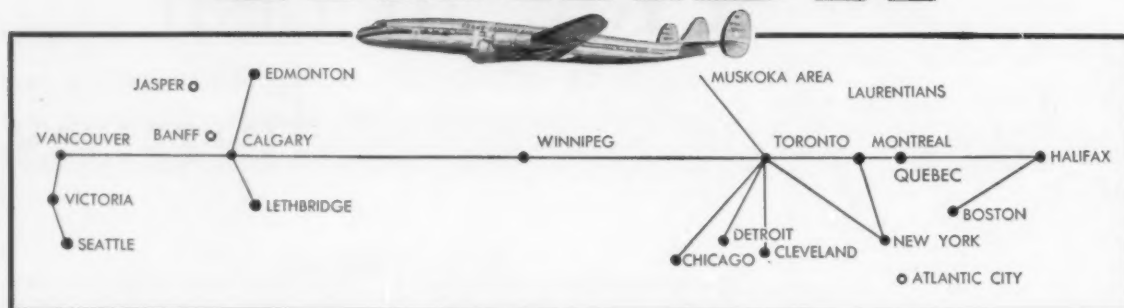
## CAPPEL, MACDONALD AND COMPANY



MERCHANDISE AND TRAVEL INCENTIVES

Dayton, Ohio . . . Offices in principal cities, Canada and Europe

# When you meet and greet in CANADA



**you'll appreciate TCA's speed and service**

The colourful cities and resorts of Canada are just a few hours away — less than a day from any large U.S. city. TCA directly serves New York, Boston, Cleveland, Detroit/Windsor, Chicago, Tampa-St. Petersburg, Seattle-Tacoma. Connecting TCA services wing you swiftly east or west, clear across Canada.

Express services by luxurious Super Constellation link Montreal, Toronto, Winnipeg and Vancouver. Services by Viscount — the world's first turbo-prop airliner, introduced to America by TCA — give fast, smooth flying on inter-city routes, on routes from the U.S.—on Canadian inter-city and trans-Continental routes.

Fly TCA — your quick, easy way TO AND ACROSS ALL CANADA — now quicker, more convenient than ever!

#### SPECIAL FARE REDUCTIONS AVAILABLE FOR GROUP TRAVEL

See your Travel Agent or TCA Office in: Boston, Chicago, Cleveland, Detroit/Windsor, Los Angeles, New York, Seattle, Tampa-St. Petersburg.



## TRANS-CANADA AIR LINES

days, send in the reports with notations indicating the reasons.

Periodically, you will receive a statistical résumé of your field activities as compared with the company norm. This is for consultation with the sales manager and for the sole purpose of improving your own and the company's sales volume.

Using the duplicate copies of your daily report, you can post your:

#### Dealer account cards.

Your sales control:

Here is the means of developing the buying capacity of each account for the best combination and maximum volume of our lines that the dealer can turn over profitably. As a means of by-passing "stocked" objections, the account card will help you to:

1. Introduce lines not now handled.
2. Compliment the dealer on his excellent showing on some items.
3. Call attention to shrinking purchases that are an open invitation to check his stock.

New dealer cards are issued each six months with the purchases in each line for the preceding period. Adjusting for the 20% seasonal varia-

tion between the first and second halves of the year, you can check your gains and losses as well as forecast your sales for the current period.

Following a statement about the value of company sales meetings, the Eskay sales policy manual outlines a plan for handling dealer and consumer complaints. It also stresses the importance of the salesmen's cooperation in the control of:

#### Past due accounts.

The brakes on the sales machine:

The smart salesman keeps his accounts "sweet" by a close check of his monthly customer statements. By getting dealers with past due accounts into current condition, he can continue to sell them. Otherwise, a salesman is just wasting his time and energy because new orders will not be shipped without a check for the overdue items. All such orders will be returned to the salesman.

It should take no better salesmanship to get that check than it took to get the order. You know your customer. You know if he has sold your goods. You can do a far better job than the finest set of collection letters.

Before being turned over for col-

lection, past due accounts will be contacted personally by a member of management. In addition, a final notice will be sent to the salesman. We mean to do everything possible to salvage the delinquent account. Can we count on your help?

There is no charge back to a salesman's monthly sales nor are his earnings affected when accounts are turned over to the attorneys for collection. So, let's all remember that an order is not an order until the bill is paid and a repeat order is on the books.

#### Your compensation.

The net return from your business:

Your compensation is on a commission basis on your net shipped sales which mean total shipments less returned goods credits. When a special price is made on specific items, there may be a lowered commission rate. Incentive programs and special awards offer additional opportunities for increased earnings.

All mail, telephone and executive contact orders from a salesman's designated territory or assigned accounts will be credited to his account at the full commission rate. On taking over a territory, the salesman will receive



# What it takes to be MR. BIG



## in the world's biggest market

Bruno-New York is the biggest independent wholesale appliance and TV distributor in the country. Keystone of Bruno's line is RCA Victor...its radios, TV receivers, records and record players. Added to these are RCA Whirlpool laundry equipment, freezers and air conditioners, RCA Estate ranges, and Youngstown Kitchens.

Over a year, Bruno moves more than 500,000 units—plus millions of RCA records—for an estimated volume of over \$50,000,000.

Newspapers get by far the biggest part of Bruno's advertising budget. And Bruno puts twice as much advertising in The New York Times as in any other New York newspaper. In a single year, Bruno places through its agency, Daniel & Charles, Inc., some 100,000 lines in The New York Times...the equivalent of over 40 full-page ads.

This Bruno reliance on The New York Times is based on years of hard-won experience, says David Oreck, vice president in charge of sales.

"We know, our sales figures show it every time, and our dealers see it happen. When we advertise in The New York Times, our merchandise moves, and keeps right on moving. In addition, The Times is the most important vehicle we have for reaching key retailers. No other publication gives us this kind of coverage."

There's no mystery about Bruno's successful operation. And no miracle advertising formula. Because it's the same formula that works so well for thousands of other advertisers...consistent reliance on advertising in The New York Times.

And because it does work so well, advertisers have made The Times the advertising leader in New York for 37 years. It will work for you, too. See for yourself. Try it.

**PHOTO:** Reviewing Bruno-New York advertising strategy in The New York Times are David Oreck (left), vice president of Bruno, and Daniel Karsch, president of Daniel & Charles advertising agency.

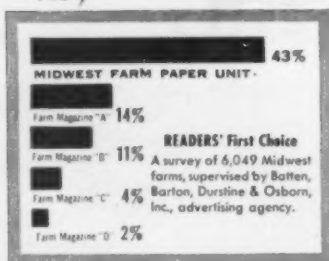
### The New York Times

"All the News That's Fit to Print"

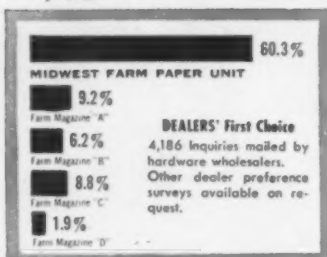
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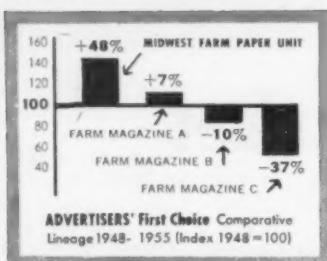
WITH  
READERS!



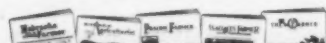
WITH  
DEALERS!



WITH  
ADVERTISERS!



**SO...** to build bigger sales in "the world's richest farm market," advertise in the Unit—one order, one plate, at a substantial saving in rates.



## MIDWEST Farm Paper UNIT

WALLACE'S FARMER & IOWA HOMESTEAD  
THE FARMER & PRAIRIE FARMER  
NEBRASKA FARMER  
WISCONSIN AGRICULTURIST & FARMER

**SALES OFFICES AT:** 59 East Madison Street, Chicago 3;  
250 Park Avenue, New York 17; 110 Sutter Street, San  
Francisco 4; 672 S. Lafayette Park Place, Los Angeles 57.

full credit for shipment on pending orders except those reserved for the preceding salesman, as indicated later.

Commissions and special earnings are payable monthly and at the end of each month. For those who prefer it, there may be arranged:

### A weekly draw.

These advances are charged to the monthly commission statement.

At times, a man's sales may drop because of conditions beyond his control and his net earnings for the month do not equal the total of his weekly advances. The company is pleased to carry such an overdraw since increased effort in succeeding months should soon wipe it out.

However, should an accumulated overdraw exceed an amount the company considers excessive, the weekly advance may be reduced or withdrawn. Later, when earned commissions have cleaned up the overdraw, the salesman may receive his usual or an adjusted weekly advance.

### Car and other allowances.

A company expense:

Car operating expenses and certain other territory expenses will be paid by the company according to the needs and traveling requirements of the individual salesman.

### Car and Blue Cross insurance.

Two more company contributions: Complete personal liability and property damage insurance will be

carried by the company on salesmen's cars.

After an initial period of three months, the salesman and his immediate family will be covered by the Blue Cross plan of full hospitalization and surgical costs at the company's expense and while the salesman is in the company's employ.

### Vacations.

At the salesman's convenience within reason:

Some men prefer a fixed vacation period each year. Others, feeling that even that small loss of contact will affect sales volume or pending promotions, like to take their vacations in days.

In either case, the vacation period may not exceed two weeks in any 12-month period. Fixed vacations may be arranged at a time mutually satisfactory to the company and the salesman. Days taken off in lieu of a vacation should be so noted on the daily report.

If a salesman, for personal reasons, requires additional time off from his territory, and the company believes his absence will affect its competitive position in the market, temporary representation may be arranged for the period. Commissions earned will be credited to the company for equitable distribution between the salesman and his substitute.

### Territory adjustments.

Business growing pains:  
Because of Eskay's over-all steady



at  
the

*Hollywood Beach Hotel*

AND COUNTRY CLUB

HOLLYWOOD-BY-THE-SEA IN FLORIDA

Write or wire today for the free full-color brochure that tells you in words and pictures why **70%** of all groups return to the Hollywood Beach Hotel... why many organizations meet here again year after year.

Address me personally:  
JOHN F. MONAHAN,  
General Sales Manager  
or telephone:

HOLLYWOOD..... 2-4551  
NEW YORK..... MU 8-6667  
CHICAGO..... SU 7-1563

JOHN W. TYLER,  
General Manager

the MIAMI HERALD has

# 84.3%

Sunday

saturation of  
Greater Miami homes  
and

## 6 to 1

exclusive penetration



### TESTED and PROVED!

A scientific cross-section survey\*  
once again proves The HERALD's dominant  
penetration and saturation in Greater Miami.

Greater Miami ranks second in retail sales  
per family among America's 22 "Billion-Dollar"  
markets . . . and The Miami Herald *alone* delivers  
blanket coverage of City and Retail Trading  
Zones and the entire fabulous Gold Coast area.

## The Miami Herald

John S. Knight, Publisher

Story, Brooks & Finley  
National Representatives



\*Dan E. Clark II &  
Associates, Inc., in  
TOP TEN BRANDS  
survey just completed.  
Write for your copy  
today.

## TEXAS' BUSIEST SALESMAN



**250,213** Combined Daily\*

**229,613** Sunday\*

\*Source: ABC Audit Report March 31, 1955

**FORT WORTH STAR-TELEGRAM**

AMON G. CARTER, JR., President and National Advertising Director

**LARGEST CIRCULATION IN TEXAS**

without the use of schemes, premiums or contests —

"Just a Good Newspaper."

growth resulting from its consistent advertising and sales promotion, there is corresponding improvement in the sales potential of the different territories. Salesmen also will agree that improved marketing conditions will produce a saturation point in the number of accounts that a man can service effectively and at a profit.

When the statistical résumés of contacts in a territory continue to indicate that complete coverage is not being achieved and the number of calls on individual accounts are insufficient in proportion to their sales potentials, a salesman may be offered these alternatives to achieve a greater distribution of the lines handled by Eskay:

(A) He may use one or more junior salesmen whose efforts the senior salesman will direct in the servicing of his complete roster of accounts.

(B) Or the salesman will consent to an equitable partition of his territory or account roster, relinquishing such areas or accounts on which the statistical résumés indicate subnormal coverage and unsatisfactory sales.

### Opportunity for advancement.

Men work for more than a pay check:

Like many other companies, Eskay believes in promoting men from the ranks. Management is always on the lookout for the individual who can accept responsibility.

But, just as a .300 ball player often fails as a team manager, a salesman, in addition to good sales volume, must also show management potential in the operation of his territory — his business. Here are some of the evidences of good territory management. He will:

1. Keep building his customers' purchases by showing them and their salesclerks how to sell our lines.
2. Look for new market areas and the new accounts needed to get the full potential of an old section.
3. Watch his inactive accounts. Opening new dealers while losing ground in the old ones is at best a squirrel-cage job.
4. Keep abreast of competition.
5. Bring in new merchandising ideas, not necessarily only those in our own lines.
6. Where possible, settle his own problems, or come up with suggestions as to their disposition.

Then, if he learns how to work with and stimulate others under his direction, he is ready for his first supervisory job.

And when that opening is available, he will be the one who will be tapped for the job.

The End

SALES MANAGEMENT



# Showcase Specials by Gair



**OH-H-H... IT'S FROM JORDAN MARSH!** That's the usual reaction to this famous bearer of gifts, the Jordan Marsh gift carton made by Gair.

It's made of white patent coated board—kraft-filled for strength—which has a fine printing surface. A good example of Gair's knowing way with boxboards.

The folding carton construction has meant tangible savings in cost, in space, in ease of handling for this famed Boston department store.



**FREE FLOATING BOTTLE** in a bright, stand-up frame is the eye-catching effect achieved by Gair's startling new package for Roger & Gallet perfumes. This exciting new type of carton combines a vacuum-formed Plastafol interior with a colorful Gair-Reynolds Foiline frame. Its unique visual and curiosity appeal stops store traffic. Maybe your product would attract more attention in a Gair-designed carton. Call us.



**SAV-A-PAN CARTON.** Atlantic Fish & Oyster Co., Chicago, is introducing Fry-day Fish sticks in a novel Gair carton, made of Gair-Reynolds Foiline.

The foil lining retains the fresh-cooked flavor and gives protection against staining the carton. The Foiline is laminated to Gair's ACM clay coated board that permits "good-enough-to-eat" reproduction of a color photo of the fish sticks.

But the big news is that the carton can be put in the oven to reheat the product—thus eliminating the use and cleaning of a tray or pan. FC-6.5

**Gair Package Analysis** is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.



## GAIR

creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS  
CONTINENTAL CAN COMPANY, INC. • Robert Gair Division, 155 E. 44th St., N. Y. 17, N. Y.

# Busiest\* magazine market and sellers of

---

## **MORE ARCHITECTS AND ENGINEERS . . .**

1,821 more architects and engineers than the second-place magazine; 10,495 more than the third-place magazine.

(Source: June 1956 A. B. C. Publisher's Statements.)

*Dodge Reports reveal that over 85% of all architect-planned building, nonresidential and residential, small and large, is in the hands of Architectural Record subscribers.*

## **MORE EDITORIAL SERVICE TO ARCHITECTS AND ENGINEERS . . .**

37% more editorial pages than the second-place magazine; 38% more editorial pages than the third-place magazine (nine months 1956).

*Every page of Architectural Record is edited specifically for architects and engineers—and every issue is timed and balanced with the aid of Dodge Reports to be of maximum value to architects and engineers in terms of the work on their boards.*

## **MORE ADVERTISERS WITH MORE ADVERTISING PAGES . . .**

44% more pages than the second-place magazine; 68% more pages than the third-place magazine (nine months 1956).

---

Architectural Record brings together more specifiers and sellers of building products than any other magazine. It can bring *you* more business in the biggest architect-planned building market in history.



# place ever for specifiers building products

## ARCHITECTURAL RECORD

*Architecture Building at Illinois  
Institute of Technology, first  
presented to architects and  
engineers in Architectural  
Record.  
Architect: Mies van der Rohe.  
Photographer: Hedrich-Blessing.*



"Busiest"—and  
architects and engineers  
pronounce it "best" in 90  
out of 99 readership  
studies SPONSORED BY  
BUILDING PRODUCT  
MANUFACTURERS  
AND THEIR  
ADVERTISING  
AGENCIES.

BUILDING TYPES STUDY

**MULTI-FAMILY  
HOUSING**

**237**

Ask us to pinpoint the ways Architectural  
Record can help you sell your product.

**ARCHITECTURAL  
RECORD**





## Are you "missing the train" in suburbia?

### **Woman's Day's suburban concentration will give you a head start**

Before you make another space commitment, it will pay you to find out what percentage of each magazine goes into the suburbs, where the cream of the retail business is being done today.

You'll discover that *in the 22 metropolitan markets\* grossing over a billion dollars in sales, WOMAN'S DAY gives you a higher percentage of suburban circulation than any of the other four senior women's service books.*

This is only natural in view of WOMAN'S DAY's unique method of distribution. WOMAN'S DAY, as you know, is sold only in the A&P to A&P shop-

pers (100% single-copy sales!). As the A&P opens supermarket after supermarket in the suburbs, WOMAN'S DAY moves in too.

Here's an excellent opportunity for you to reach the suburban families who are outfitting their homes, their lawns and their families, and to reach them with the least possible waste or duplication of circulation.

*\*Sales Management*

**woman's day**  
the A&P magazine





**On Tappan's \$1,195 Electronic Range:**

**Broiled bacon: 1½ minutes**

**Baked potato: 4 minutes**

**5 lb. roast: 30 minutes**



## He's Cooking with Microwaves!

President Alan P. Tappan (above) heads 76-year-old Tappan Stove. He looks for industry support to revolutionize cooking with an electronic range now priced hundreds of dollars above the conventional gas and electric types.

**BY ALVIN ROSENSWEET**

President Alan P. Tappan, and A. B. Ritzenthaler, vice-president in charge of sales, have charted a course of "low-key" selling for Tappan Stove Company's electronic range.

With a year's results in since the first sale was made Tappan officials are well pleased. Tappan had a commitment to buy 2,000 electronic units from Raytheon Manufacturing Co. in the first year, but has already re-ordered. Meanwhile sales of Tappan's regular gas and electric lines

are higher, in units and dollars, than ever before. The company is believed to be the world's largest manufacturer of gas ranges.

So far, promotion isn't outstripping continuous electronic development of a product that sells for \$1,195 in competition with conventional ranges priced hundreds of dollars lower.

Compared with marketing and distributing a conventional product, the job of getting the Tappan electronic range from the assembly line into the

consumer's home posed extraordinary problems. Tappan actually has rewritten the cookbook, because the electronic range eliminates temperatures from recipes.

Any housewife knows the basic principles of electric or gas cooking. But she doesn't know—and neither do many husbands until told by Tappan representatives—that cooking in an electronic range is done by microwaves. They're a kind of high-frequency radio energy which produces heat within foods, yet leaves the air in the range, the range itself and utensils at room temperature.

Cooking electronically, bacon is broiled in 1½ minutes, a potato is baked in four minutes, and a five-pound roast can be cooked in a half hour.

Tappan electronic engineers worked in deep, dark secret for more than three years before letting the public in on their invention. Five employees had keys to the locked room where top-secret development was

going on; even the board of directors didn't get detailed progress reports.

Tappan field-tested its startling new product in homes throughout the country for more than a year and faced up to objections by a stern judge—the housewife.

In early models, housewives objected to the small cooking cavity and to the fact that foods to be browned had to be removed to the broiler. Back the range went to the secret room in the Mansfield plant. Solutions: The browning element was relocated in the cooking cavity and electronic components were relocated to gain cooking space.

Tappan first showed the electronic range to the press at Hotel Pierre, New York, on Oct. 25, 1955. Response was overwhelming. A Chicago dealer asked for 100 without seeing the range or knowing its price.

Faced with thousands of inquiries, Tappan's top echelon found it necessary to use deliberate restraint in its sales program.

That was caused principally by one factor: The new product couldn't be handled properly by Tappan service men and home economists trained in conventional cooking methods.

W. R. Tappan, vice-president, and Ritzenthaler made the decision to limit sales to areas having qualified service and home economics personnel. They decided to introduce the range on a local rather than a national basis.

A factory test kitchen was turned into a cooking classroom. Teams of factory service men and home economists conducted field courses in various parts of the United States. Tappan "built-in specialists"—who install built-in ranges in homes—were brought to the home plant at Mansfield for instructions. In turn they instructed Tappan territory managers (salesmen) and the process was followed down the line through distributors and retail dealers.

"We had to sell electronic cooking to the home economists," explains Mrs. Pauline Treisch, Tappan's home service director. "They're the professionals who won't accept anything less than perfection. They took to microwave cooking eagerly."

Markets opened in swift succession—Detroit, Akron, Hartford, Boston. A sales promotion force headed by Merchandising Director Paul I. Berno moved into each area to set up local advertising and publicity.

Builders were among the earliest enthusiasts. A Philadelphia real estate developer installed the Tappan electronic range in 40 new homes and was overwhelmed by crowds viewing the model home. A New Jersey builder sold all but five homes in a suburban development, then installed electronic ranges in the hard-to-sell units and sold them quickly.

#### Traffic Builder

Retail activity also kept pace. Department stores and retail firms found that the range added to their prestige and built floor traffic, increasing sales in appliance lines.

The wife of a California movie executive ordered four ranges from R. E. Fetzer, Tappan western sales manager, pleaded for prompt delivery and said she could find customers among her friends for all the ranges that could be delivered. A Seattle food chain and newspaper teamed up to hold week-end super market demonstrations. An Akron man bought his range "on time"—\$110 down and \$75 a month.

Tappan officials frankly admit there's no way to overcome the price objection. They point out that people interested in the \$1,195 range aren't bothered by price. R. B. Davis, Built-In Sales Division manager, says:

"We are naturally striving to reduce cost and produce a better prod-

uct for less money. There isn't any doubt that a lower-price range will mean much wider use of microwave cooking."

To offset the high price, Tappan points to unusual advantages of microwave cooking:

1. Speed. A housewife can start a meal, including a small roast, at 5:30 p.m. and have it on the table in a half hour.

2. Coolness. The range and kitchen remain cool.

3. Safety. Absence of heat eliminates the use of hot pads. Even a child can operate the range without the danger of burned fingers.

4. Convenience. A simple control dial makes the range easy to operate. Food can be cooked and served in the same utensil.

5. Economy of operation. Consumption of electric energy is lower because cooking time is reduced.

6. Flavor. The real test. Tappan people say flavor of electronically cooked foods is improved and more food value is retained.

7. Ease of cleaning. Spattering foods don't burn onto a cool oven wall and can be wiped off with a damp cloth.

Tappan's advertising program adopts the cautious approach. Initially, national advertisements, directed to a trade audience, were placed in publications such as *House & Home*, *Practical Builder*, *Kitchen Business*, and *American Builder*.

Now Tappan is entering the next phase of its electronic range sales campaign. Advertising is running in *Time*, *Holiday*, *The New Yorker*, *Gourmet*, and *Sunset* to interest the national consumer audience.

"We won't bring electronic cooking into general use by ourselves," says President Alan Tappan, "but we have cast the die." **The End**



## CONSULTING ENGINEER

is now running (January through November)

**339 Ad Pages**

ahead of last year — an increase of 69.5%

**112 New Advertisers in 1957**

For the first time you can reach this important specifying group in a publication aimed exclusively at the consulting engineer.

Let us tell you about our magazine and its services

## CONSULTING ENGINEER

The Consulting Engineer's Professional Magazine

227 Wayne St.

St. Joseph, Michigan





OUR  
112,009th  
COMMERCIAL...

*This one is on us!*

After telecasting 112,008 commercials, we staged this one involving the staff and management of WNCT. It's our third birthday celebration commemorating our 18,761st hour of television service to over 177,470\* Eastern North Carolina homes.

The month of December marks the start of WNCT's fourth year of operation in a field where many still measure experience in months.

Each of the folks above is a specialist, skilled in a particular phase of the station's operation. However, all of them have in common the best interests of our advertisers.

**FLASH! BIRTHDAY STATISTICS  
SAMPLES FROM THE NEW NIELSEN STUDY!\***

- A. WNCT covers 42 Eastern North Carolina counties.
- B. 96% of the TV homes in 18 of these counties report regular weekly viewership of WNCT.
- C. 80% of the TV homes in 16 of these counties report regular daily viewership of WNCT.

The Pulse, Inc. showed WNCT first in every minute of every hour of every day. Now A. C. Nielsen's figures emphasize it.

\*A. C. Nielsen Coverage Service, NCS No. 2, Spring 1956

**WNCT** *Greenville ★ N.C.*  
channel 9 PRIMARY CBS AFF.  
316,000 wmts full time  
A. Harnwell Campbell, Gen. Mgr.  
REPRESENTED NATIONALLY BY HOLLINGBERRY



**TECHNIQUES FOR THE BLIND:** Luke Soules, of the Dallas Sales Executives Club, is conducting one of his sales seminars for blind salesmen at the Dallas Lighthouse. The men sold \$55,000 in merchandise in nine months.

## "I Fell Off the Porch— But I Made the Sale!"

"Don't sell sympathy—sell the sizzle!"

That's the motto adopted by nine blind salesmen for Dallas' Lighthouse for the Blind. They're door-to-door salesmen and they never ask a housewife to buy out of sympathy. They're trained to sell Lighthouse products and their sales talks feature savings in work hours and money.

In January the Lighthouse—a Community Chest agency that's 85% self-supporting—added direct-to-consumer selling as one of its channels of distribution for 29 household products. All of the products are made by 68 highly trained blind craftsmen, all products are unconditionally guaranteed. During the first nine months of '56, nine blind men sold \$55,000 worth of merchandise, all marketed door-to-door. Only four of these special salesmen had any previous selling experience!

For this sales record, Lighthouse

Director Austin G. Scott gives major credit to a two-hour-a-month training program which members of the Dallas Sales Executives Club have been conducting since midsummer. Scott says that the sales figures among these blind salesmen have shown a sharp upgrading. But—almost as heartening—the men have all developed sharper, more incisive personalities from contact with sales executives who treated them like salesmen not *blind* salesmen.

The first three-month training course, conducted by two Dallas executives, Harry M. Tunstall, general sales manager, Frito Co., Inc., and Flint W. Albrecht, district manager, Brown & Lawson Inc., featured practice sales presentations of Lighthouse two-purpose brooms, Squeegee mops, Magna-Silver ironing board covers, etc. Tunstall or Albrecht acted the role of hard-to-sell housewife—then frankly analyzed each

presentation. The blind salesmen listened eagerly, rang doorbells with success through one of Texas' hottest summers.

Salesmen frequently complained that some women wouldn't answer the door, though the blind men's keen ears could detect movements inside the house. Finally Albrecht, out of his own past door-to-door experience, suggested: "Sometimes you can arouse a housewife's curiosity by standing just in front of her house, gazing up into the sky as though at something very interesting." One blind man tried this harmless trick—reported that it brought his prospect to the door, but that in stepping back to look up at the sky he fell off the porch.

"That was too bad," sympathized Albrecht.

"Oh, not *too* bad," grinned the plucky blind man. "I didn't get hurt—and I made a nice sale!"

### ... confidence comes back

During the second three-month semester of Lighthouse sales training, Luke H. Soules, Dallas division operations manager, Canada Dry Ginger Ale, Inc., is using the controlled-conference plan—asking questions that draw out salesmen on key topics and lead them to express attitudes vital to their own success.

Soon salesmen were firing answers. "I'm proud to be off the blind pension rolls and a taxpayer again!" And over and over was heard: "Each sale helps blind workers earn a living."

One night last summer these salesmen discussed a ticklish problem: How can a blind man determine when his prospect is ready to buy? They agreed that since he can't see the housewife's changing facial expressions, he must listen closely to her tone of voice, which often will tell him when to close more surely than what she says.

"I can judge a lot about a woman's mood, and how to handle my sales approach, by her step as she comes to the door," remarked one man.

Another selling problem of the blind: how to find a doorbell that's tucked away under a mailbox, or in some other location elusive to a groping hand. But Lighthouse representatives usually find the bell. On 30% straight commission, no man has earned less than \$250 in any month.

In January the Dallas Sales Executives Club will present a "Lighthouse Salesman of the Year" Award at a downtown dinner which will honor not only the contest winner, but all of the nine blind salesmen.

For all these salesmen have earned their honors.

**The End**



...a 1956 IOWA  
BRAND INVENTORY report



## The fable of the **city dog** and the **country dog** ... iowa version

Once upon a time, in Iowa, there lived a city dog. He was a lucky dog. No table scraps in his diet. His master fed him a delicious canned dog food full of lean red meat, vitamins and minerals. And so his coat was smooth and shiny. But he felt sorry for his country cousin who lived on an Iowa farm because he thought: he probably doesn't get this delicious canned dog food. He probably lives on table scraps and picks up after the hogs.

But, one day the country dog came to visit him and the country dog's coat was smooth and shiny, too. My goodness, said the city dog, things must have changed down on the farm. They must feed you delicious canned dog food full of lean red meat, too. Well, personally, said the country dog, I prefer my food dry, but it has all the protein, and vita-

mins and minerals that yours does. And that's why my coat is smooth and shiny, too.

If you haven't lost us by now, in this meandering tale, the point is: the 1956 Iowa Brand Inventory shows an increase in use of prepared dog foods. And, interestingly enough, Iowa farmers prefer to feed *dry* dog food, whereas more of their city neighbors feed it canned. To make a long tale short, there's a big market for prepared dog foods in Iowa. And, the Des Moines Sunday Register, reaching two out of three Iowa families, delivers this market, urban and farm. Covers a whole state better than most metropolitan newspapers cover their city of publication. Advertise your dog food, or whatever your product, in the Des Moines Sunday Register and sell happily ever after.

**Your free copy—1956 Iowa Brand Inventory**—is available on request. It shows percent of use by product and brand of 171 different products from dog foods to detergents, from 1950 to 1956—by city-town and rural. Write on your company letterhead to Research Department, Des Moines Register and Tribune, Des Moines, Iowa.

### DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President  
Circulation: Daily 364,744—Sunday 525,147  
Represented by: Scolaro, Meeker and Scott  
New York, Chicago,  
Detroit, Philadelphia  
Doyle and Hawley  
Los Angeles, San Francisco

# The Best in Aerosol Packages

A Swiss deodorant wins grand prize in fifth annual Aerosol Package Contest. Other entries, of which there were 200, also feature smart, modern design. Class winners below.

Design quality of aerosol packages has been keeping pace with this booming post-war industry.

The progress can be noted in comparing this year's winners of the annual Aerosol Package Contest with those of previous years. The packages have gained style and a quality of appearance.

You'd hardly recognize the "bug bombs" that became an American household item less than a decade ago. And, even people in the field are occasionally surprised at the range and use of products being packaged in push-button dispensers.

The growth of the aerosol industry has been meteoric, shooting from a unit volume of five million in 1947 to 200 million units annually today. Retail value is estimated at \$350 million.

This year's contest, the fifth to be held, was again sponsored by the Chemical Specialties Manufacturers' Association. More than 200 different products were entered, ranging from paint sprays and shaving creams to deodorants and suntan lotion.

Awards were made at the association's 43rd annual meeting at the Mayflower Hotel, Washington, D. C.



**GRAND WINNER:** "Air Spray by Lactopine," product of the Swiss Pine Importing Company, New York.



**HAIR SPRAY CLASS:** "Matinee Hair Spray with Lanolin," a product of the Scent de Paris Co.



**SNOW SPRAY CLASS:** "Christmas Snow," Robert J. Kerr Chemicals, Inc., Park Ridge, Ill.



**MISCELLANEOUS CLASS:** "Tartan Sun Lotion," McKesson & Robbins, Inc., Fairfield, Conn.



**PAINT CLASS:** "Krylon Spray Enamel," product of Krylon, Inc., Norristown, Pa.



**INDUSTRIAL CLASS:** "Easy Way Plastic Spray," Plasti-Kote, Inc., Cleveland, Ohio.



**INSECTICIDE CLASS:** "Mothproofer," by Avon Products, Inc., of New York City.



**SHAVE PRODUCTS CLASS:** "Rex Witch Hazel Shaving Cream," Rexall Drug Co., Los Angeles.



**GLASS & PLASTIC:** "Angelique Black Satin Spray Cologne," Angelique & Co., Wilton, Conn.

# NEW READERS CHOOSE THE FREE PRESS MORE THAN 7-to-1!



**Latest Circulation Figures Show  
The Daily Free Press Growing Faster  
Than Any Other Detroit Newspaper**

No doubt about it!

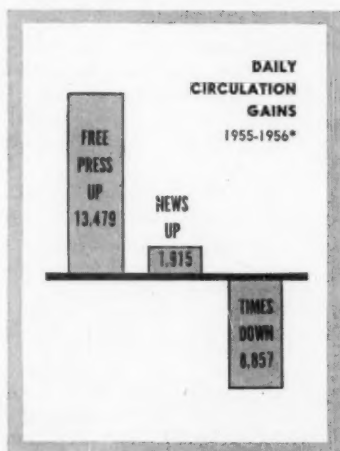
Thanks to newspaper readers in America's Motor Empire--the Free Press once more is proved to be Detroit's fastest-growing paper--far and away!

During the year ending October 1, new readers chose the Free Press 7-to-1 over Detroit's second paper--while the third paper actually lost subscribers.

The graph to the left shows what's happened.

The reason is this: ONLY the Free Press best satisfies the needs and desires of today's newspaper reader. More and more readers realize that the Free Press is most in tune with today's living.

More and more advertisers do, too!



\*Based on annual publishers' statements of weekday circulations for 12 months ending October 1, 1956 and October 1, 1955 as required by the U. S. Government. Total average weekday circulations as reported by each paper October 1, 1956: Free Press: 452,230; News: 456,370; Times: 400,513.

**for MODERN MERCHANDISING in AMERICA'S MOTOR EMPIRE  
the advertiser's BASIC BUY is**

**The Detroit Free Press**  
--you see the friendly Free Press everywhere!

"Like a clap of thunder,"  
says...

## GEREN Advertising

Complete Art and Creative Services for Ads • Catalogs • Folders • Brochures • Booklets • Displays • Copy • Artwork • Design • Printing

CALUMET OFFICE: 1831 CALUMET AVENUE • CHICAGO, ILLINOIS 60608  
CHICAGO OFFICE: 135 NORTH WABASH AVENUE • CHICAGO 1, ILLINOIS • PHONE 37248

Mr. Larry Benson  
THE WALL STREET JOURNAL  
711 West Monroe Street  
Chicago, Illinois

Dear Mr. Benson:

A few months ago we recommended The Wall Street Journal to our client, Aubry & Taendler Office Machine Co., Chicago, as a logical marketplace for selling the office machines and equipment which they distribute.

At that time, ads on a dictating machine were running in other media with little result.

It was like a clap of thunder when our first ad struck in The Wall Street Journal. Inquiries came pouring in from six states covered by the Midwest Edition, and some came from as far as Texas.

But most important of all, however, was the remarkably high conversion of inquiries to sales—almost every reply results in a sale. This gratifying response again proved that the right product directed to the right audience in the right medium at the right time rings the bell for the astute advertiser.

Sincerely yours,

GEREN ADVERTISING

*Myron Geren*  
Myron Geren

mg:sif

## Some Inquiries Are Better Than Others

This happy advertiser has learned what so many other Wall Street Journal advertisers know: Journal readers are rarely idly curious. They want to know about products and services because they have reason to know. They are looking for ways to improve their business. When they inquire, a sale is nearby. Advertise in The Wall Street Journal for direct, traceable results that will make you happy, too!

Circulation: 438,160

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.  
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.

## EXECUTIVE SHIFTS IN THE SALES WORLD

### Admiral Corp. . . .

Joseph E. Senesac, Jr. to sales promotion manager for electronics products.

### Bristol-Myers Co. . . .

John P. Kennedy to advertising manager, Products Division.

### Chrysler Corp. . . .

Lee F. Desmond to v-p, sales, Dodge passenger cars and trucks.

### Fenwal Inc. . . .

J. R. White to sales manager, Aviation Products Division.

### P. Lorillard Co. . . .

Fred Storm to director, sales promotion, a newly-created post.

### Minute Maid Corp. . . .

V. K. "Bill" Magarian to institutional sales manager.

### Mosinee Paper Mills Co. . . .

Donald E. Allen to advertising and promotion manager.

### National Distillers Products Corp. . . .

Alden R. Ludlow, Jr. to director, sales, U. S. Industrial Chemicals Co. Division.

### Philco Corp. . . .

William J. Horn to advertising manager, Appliance Division; William J. Nagy to advertising and promotion manager, Accessory Division.

### Radiant Manufacturing Corp. . . .

Sheldon D. Kaplan to sales promotion manager.

### Sherman Products, Inc. . . .

William F. Beckman to new post of v-p, director of marketing.

### Westinghouse Electric Corp. . . .

Robert D. Barr to general sales manager, Large Lamp Department.

### Whirlpool-Seeger Corp. . . .

John L. Bricker, director of marketing has been elected a v-p.

### The Yale & Towne Manufacturing Co.

Clyde R. Dean, Jr. to general sales manager.

SALES MANAGEMENT



# HOW CAN YOU BE SURE

## your advertising is reaching the plant men you want?

There is no possible way any *ordinary* circulation method can assure you of constant coverage of the plant men who are *known* to specify and buy... throughout industry — no *ordinary* method can get your advertising to new buying power as it appears... can avoid wasting your advertising on those who have vanished from the buying scene.

Subscription salesmen can't do it—  
Subscription mailings can't do it—  
Ordinary list-building methods can't do it.

But there is a sure, practical way to get you the coverage you want of the plant men who have the authority to specify, buy, initiate requisitions—the way industrial sales managers do it.

MILL AND FACTORY builds and maintains its circulation through 1,724 industrial salesmen who can personally identify and enter the subscriptions for the men they must sell... who personally cancel the subscriptions of those who no longer have the power to buy... not at the end of a subscription term of one, two or three years, but with the very next issue of MILL AND FACTORY.

These 1,724 salesmen call on the approximately 28,000 plants that are estimated to account for 75% of industry's buying power. It averages out to about 20 plants per man. The subscription canvasser must cover hundreds of plants to make a living; he can't afford to call on any one plant more than once a year, at the most—he just doesn't have the time to study each plant's individual buying pattern. But the industrial salesmen, because of their concentration at the local level, know these plants—and, at any given time, the men in them, regardless of title, who can specify and buy. MILL AND FACTORY has more of these salesmen in Michigan and Ohio alone, than any other business publication has circulation men in the entire United States.

These 1,724 salesmen are employed by 145 leading industrial distributor organizations and regardless of your method of sales representation, these salesmen identify and sell the men who must

be sold on your product—whether they specify, buy, or influence the purchase of a product.

### This is Franchise-Paid Circulation

The distributor has a stake in seeing that MILL AND FACTORY reaches the right men, because he pays for each and every subscription in his territory with his own hard cash. In return he gets a signed ad on the back cover and a product insert ad of his choice in each issue. This can only pay off for the distributor when MILL AND FACTORY gets to the men he sells—the men you must sell.

### coverage, sure; but do they read?

MILL AND FACTORY gets to the men who count, but that's not all you want. You want *readers*.

That's why MILL AND FACTORY employs its own Reader Certification System to see to it that MILL AND FACTORY continues to go only to those who say they read it and want to keep on reading it. This is a very costly operation that goes far beyond BPA's "verification" requirements—every single reader is regularly asked if he reads it and wants it, insuring 100% readership certification.

There is one practical way you can be sure your advertising reaches the men who can say "Yes" or "No" and make it stick...who are known to be the important men today...who are known to read the publication that carries your advertising...MILL AND FACTORY.

Mill & Factory reaches the men,  
regardless of title,  
your salesmen must see to sell.



## Mill & Factory

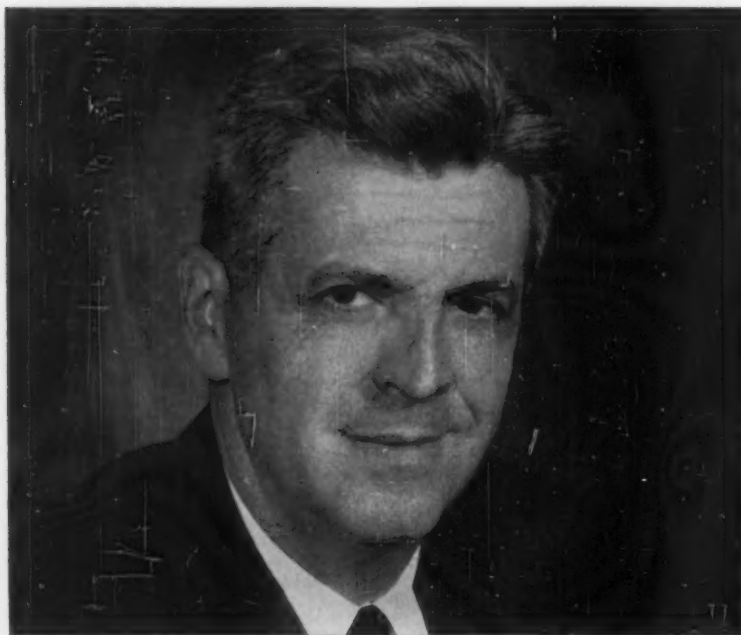
A CONOVER-MAST PUBLICATION  
205 East 42nd Street, New York 17, N. Y.



# "...a big and effective advertising

In 1945, Frank G. Harrington ended his tour with the Marine Corps and picked up the advertising career he had started in Syracuse nearly 9 years before. For the next 6 years he was a member of the public relations staff of The Curtis Publishing Company. In 1951 he joined Insurance Company of North America Companies and a year later was

named Advertising Manager. Because INA's advertising programs are known for their interest and effectiveness, we recently talked with Mr. Harrington about the use and importance of trade and industrial publications. It proved to be a very profitable and enjoyable conversation. Here are some particularly interesting portions of the interview.



**Q What is the background and what is the corporate structure of your organization, Mr. Harrington?**

**A** Insurance Company of North America, the oldest capital stock fire and marine insurance company in the United States, is the parent company of the North America Companies group. This was founded in Philadelphia in 1792 by a group of men who played important roles in winning the War of Independence, and many of whom could claim the friendship of George Washington. They recognized the need for a domestic insurance company to underwrite the ventures of their commerce and strengthen their young economy by planting a vigorous enterprise in their own soil. Our present group also includes Indemnity Insurance Company of North America, Philadelphia Fire and Marine Insurance Company and, of course, the newly created Life Insurance Company of North America.

**Q Then it is correct to say that INA provides every major type of insurance coverage?**

**A** That will be true shortly. Just as soon as our newest company becomes operative, insurance will be available from a single source, to serve the needs of every individual, family, business and institution, whatever they may be, throughout the free world.

**Q How do you define your advertising philosophy?**

**A** Well, first I would like to say that we at INA believe that advertising does not exist for the sake of advertising. It is a tool of management that should reflect the character and integrity of an organization in communicating with special groups or the public. Expertly used, it can help shape the future to meet both close and long-range objectives. Good advertising can materially help prepare a proper climate for productive sales effort. Therefore in preparing our advertising we try not to lose sight of the fact that it is the man on the firing line—the salesman—who makes the advertising work. If you can secure his enthusiasm and cooperation, if you develop a program that he can under-

stand and support, you go a long way toward reaching your objectives.

**Q What are your basic advertising objectives?**

**A** Very simply, we carefully plan our advertising to help accomplish two things: First, do an institutional or company-wide job—reflect the character and integrity of our organization in serving the best interests of the public. And, second, help develop additional desirable premium volume—help sell our policies—by telling the public the types of coverage we have available and the advantages of buying North America protection from a North America agent or through an independent broker.

**Q When did INA first advertise?**

**A** Well, I've seen a copy of an advertisement that appeared in a Philadelphia newspaper in 1792. It announced our first shareholders' meeting. But I would say that our advertising programs as they are today started shortly after World War I when Benjamin Rush, then our president, perceived the importance of securing public understanding of the insurance business.

**Q Was his decision something of an industry first?**

**A** We were certainly among the first in our field to undertake a sustained advertising program.

**Q Did your group advertise consistently through the depression years?**

**A** Yes indeed. It was the conviction of our management that it was more important than ever to advertise during that period—as leaders in the field of protection and finance, they could in this way convey their faith in the future to customers and the general public.

**Q At what point in your advertising history did you start to specialize your efforts by going into the business press—trade and industrial publications?**

**A** That dates back to about World War I. I believe the first vertical advertising we did promoted travel baggage policies for our inland marine department and were scheduled in magazines specially edited for the travel and resort industries. Ever since then, we have used

# job at a cost that's surprisingly low"

vertical publications to promote new "products" as they came along.

**Q Do you use the trade and industrial press as principal segments of your advertising programs?**

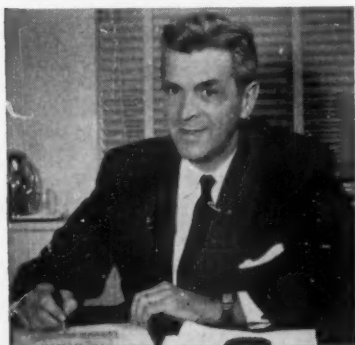
**A** Yes we do. Just as we believe in advertising, so do we believe in the vitality, readership penetration, and response potential of business publications and we use them as an integral part of our programs.

**Q What unique benefits or advantages do you feel are offered by business publications?**

**A** We particularly like the fact that through such media we can select the specific audience to which our message is directed with very little or no waste circulation and at an extremely modest cost. While the business press advertising that we do accounts for no more than 15% of our total budget, we feel that it performs a much greater task than that expenditure would indicate. Trade and industrial publications make possible a big and effective advertising job at a cost that's surprisingly low.

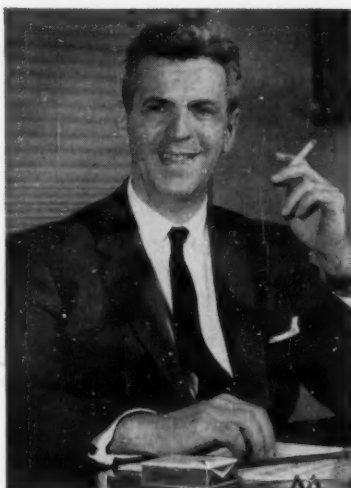
**Q Do you feel that the trade and industrial press is serving an increasingly important role in the business world?**

**A** Very definitely. We live in a highly complex society—it's a fast-moving world. Newspapers, general publications, and other mass media simply cannot do the job of keeping the businessman informed of the great advances that are taking place in technology—for example in the mechanization of industry and the application of electronics to business problems. As a result, businessmen, I believe, are turning more and more to the publications which serve their own fields. And I believe they are taking a livelier interest all the time in the problems of related fields.



**Q Do you feel that today's business press is fulfilling its increasing obligations to its readers?**

**A** I believe that tremendous strides have been made by the more responsible pub-



lications to increase their service to businessmen. And, too, businessmen in ever-increasing numbers seem aware that the publications specially edited for their particular business or profession can make a very real and vital contribution by keeping them informed and increasing their technical knowledge.

**Q A while ago you said that you make your advertising dollars do double duty. Will you elaborate on that, please?**

**A** Certainly. Here at INA we firmly believe that costs, as well as profits, must be kept reasonable if we are to best serve the interests of our policyholders. In line with this, we try to get the most mileage possible out of each advertisement we prepare. This we do by carefully coordinating our various cam-

paigns and merchandising the job we do to its fullest extent.

**Q Will you give me an example of how you coordinate your various campaigns?**

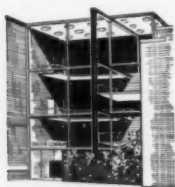
**A** Our current series appearing in general publications is built on the theme "Extra Value Makes the Difference in Insurance." Each advertisement illustrates one of our key risks, such as Disneyland, the Lincoln Tunnel, the Chrysler Art Collection, and Stouffer's Restaurants and demonstrates to businessmen our capacity and willingness to venture, plus the integrity and ability of INA and its many agents and brokers to give extra value. Now, at the same time these advertisements appear in general publications, advertisements very similar and using the same illustrations and format appear in the trade press. Here the copy theme is directed to insurance agents and brokers and points out the advantages of using North America Companies to cover their key accounts. Then, too, current advertisements become the subject of the lead article in our monthly external house organ, which is seen by our many agents and their employees. Thus a single basic advertisement is made to do double duty and is merchandised to the fullest extent right down the line.

**Q How do you determine your advertising budgets?**

**A** We first determine the basic jobs to be done. We then determine just what advertising can contribute to the successful attainment of the goals. Once this has been done, it is a simple matter to determine how much advertising is required, where it should appear, and how much money is needed.

Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. In this respect, today's reliable business press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes a proportionate selling power.



## Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • Hardware Age  
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age  
Automotive Industries • Optical Journal and Review of Optometry • Spectator  
Commercial Car Journal • Boot and Shoe Recorder • Hardware World  
Gas • Electronic Industries • Butane-Propane News • Book Division



HAS ANY ADVERTISING by a financial institution ever influenced you to give it business?

Did you ever feel, after being exposed to an advertisement by a bank, that you might like to do business with it?

If your answers are yes, you are one of a small minority.

More than likely you have seen the advertising of such exceptional institutions—from the advertising point of view—as Bank of America, San Francisco, Chase Manhattan and Chemical Corn Exchange, New York, and Shawmut, Boston. Very few persons, it would appear, are aware that banks are competing for their patronage.

This leads one to ask: What is wrong with financial advertising? For who does not know that General Motors, for example, is making powerful efforts to attract as many customers as it can? When we try to fathom what's wrong with financial advertising, we are confronted with this question: What is wrong with financial salesmanship, with bank public relations in general?

**Do bankers hate to sell?** The biggest single thing wrong takes us to the core of the trouble: bankers don't believe in advertising.

As an industry, therefore, banking is unadvertised. There's hardly



\*The pseudonymed Mr. Holman is a member of the plans board of a sizable advertising agency who was formerly regional sales manager for one of the big radio networks. He has made more or less of a hobby of financial advertising, is conducting his own individual crusade "to get financial advertising out of its swaddling clothes."

# What's Wrong with

(AS SEEN BY AN AGENCY PRINCIPAL)

- Bankers don't believe in advertising for themselves.
- When they do advertise, they see virtue in no medium other than newspapers.
- They're so hypnotized by the idea of dignity that they talk, in their advertising, like stuffed shirts. They do not know how to project friendliness and helpfulness to the man in the street.
- They are reluctant to hire — and take the advice of — capable professional advertising men.

BY HOWARD HOLMAN\*

enough to make an impression.

Consistency and continuity are lacking.

Too much is budgeted in one medium: newspapers.

Bankers, when they do advertise, talk to themselves or to one another, rarely to their customers and prospects.

It is curious how few bankers believe that money spent on advertising will come back in increased business. It is curious, because bankers are not opposed to advertising—for others. They realize how essential it is for the health of an enterprise because, when they make loans to a company, they scrutinize its advertising budget closely. Experience has shown them that a well invested advertising budget is of vital importance to a company in maintaining a competitive position.

But banking is different, we hear. Is it different? A bank is in competition with every other business for customers. It is competing just as hard as every other business for the consumer's dollar, competing not only with producers of manufactured goods but also with a multitude of concerns in its own field. Banks are in competition with one another. They also are in competition with the many savings and loan and building

and loan institutions. The loan associations are doing a good job of budgeting, but not so good from the point of view of copy, for a significant reason: they are following the lead of the banks. They like to think they belong in the category of bankers, they try to make their copy look as much as possible like that of the banks, and succeed! But since they spend more than the banks, they do make proportionately more impact.

We realize to what an astonishing extent banking is unadvertised when we compare it with other industries. There are in the United States about 14,000 banks and their branches. Yet collectively they spend in a year probably not more than \$72 million, or less than one manufacturer in the automobile industry, General Motors, spends in a year. Is the stake of the nation's banks in our economy less than that of General Motors?

**Bankers don't know they have a story.** When bankers do advertise, why is their effort spasmodic? We find little consistency, little continuity in financial advertising generally. When we look for the reason we are apt to learn that the management considers it has nothing new to talk about. Bank managements tend to

(continued on page 98)



# Bank Advertising?

(AS SEEN BY AN ADVERTISING MANAGER)

Ask your friends to mention "an aggressive, progressive, promotion-minded bank," and it's dollars to dimes they'll come up with Arizona's Valley National. Long the largest bank in the 8-state Rocky Mountain Region, Valley is a 39-office statewide institution in Arizona, with resources in excess of \$400 million. Speaking, in this article is . . .

BY M. G. READE • Advertising Director  
Valley National Bank, Phoenix, Ariz.

ATTEMPTING to answer, "What's wrong with bank advertising?" is a bit like entering into a discussion of politics. When you step to the podium, you have to be ready to duck as well as to take gracious bows.

May I interject here that banks are more misunderstood by the general public than almost any other business. In advertising, for example: some banks genuinely want small accounts, savings customers, safe-deposit box rentals. But others, including many that are very large indeed, go to considerable lengths to avoid them as "too much bother!" So the advertising of these diametrically opposed banks has to be judged on *what the banks want to accomplish*.

Further, bank advertising is quite restricted, in a sense, by the many published and unpublished *verboten*s of the trade—the provisions of the Federal Deposit Insurance Corporation, U. S. Treasury rulings, national bank regulations, Federal Reserve attitudes.

If we assume at the outset that we are talking about banks that *do* want a lot of customers, in every size, shape and walk of life, then there is admittedly a good deal of poor or wasted advertising. (I blush when I make that statement; no conscientious ad man ever believes all his own advertising is good.)

The two main reasons for failure are readily apparent to bank ad men, if not to bankers:

1. The man responsible for the ad-

vertising. Quite often he is like Bill, an assistant cashier, who is called in by his president and told, "Bill, I want you to take over our advertising Monday morning, along with your other duties." Bill may not realize it, but his president might have been on just as sound ground if he said, "I want you to become a pediatrician Monday morning!" For advertising is a profession. (Not a closed union, of course—a banker can learn the basics of advertising as easily as an ad man can learn the basics of banking.)

2. The best ad man in all Christendom cannot do a whale of a lot for a negative bank. It is a short-sighted waste of valuable and costly space for an energetic ad man to promise "friendly, considerate attention" when the customer actually runs into a cold-fish loan officer.

There must be a rapport between the bank's advertising and its actual practice. Nothing is sillier than for a bank's advertising to picture the officers as warm human beings, eager to serve their fellow man, when the public finds them as colorless and "human" as an IBM machine. (No offense, IBM! We use and like your fine machines.) Good advertising can "bring 'em in" but it takes cordial, willing-to-help employees to hold customers.

An often overworked word is "service," yet a bank's employees dedicated to that principle—from top management down to guard and janitor—*could* make a bank operate and



M. G. READE: "Bankers who feel advertising is 'undignified' astound the rest of us . . . they drive 1956 cars, but cling to horse-and-buggy thinking about merchandising."

grow like a weed without a penny's worth of advertising! Advertising is a selling tool for a good bank, not an end in itself. The advice most of us keep pasted on our walls is: "Reflect the corporate personality!" This is, of course, the basis of public relations.

For an example, let me point out some of the reasons why my bank's deposits increased 6,500% since 1933. The answer is complex and advertising plays only a part. I have had the advertising responsibility for only the last five years.

The phenomenal growth of the over-50-year-old Valley National Bank from 557th place among the nation's 15,000 banks to 62nd (June 30, 1956) can be attributed primarily to two unusual men. They are the Bimson brothers, Walter and Carl.

Walter, now board chairman, took over the presidency of the bank during the depression, leaving a "good job with an assured future" at Chicago's Harris Trust, because "I wanted to try out some of my own ideas."

Some of his ideas were that a bank should make loans during a depression, get money into the hands of the "little fellow" so he could buy the labor-saving necessities that make a home. (Last year Valley Bank made its *millionth* instalment loan.)

He wanted people to think of Valley Bank first, whenever they needed financial assistance. And he had his

(continued on page 99)



**WHY FRY IN JULY?  
FHA LOANS COVER COOLING  
SYSTEMS TO \$2500!**

*See Arizona's Bank... NOW!*



During the past 3 years we have averaged more than 100,000 instalment loans a year, for every conceivable purpose.

**RESOURCES \$597 MILLION 39 CONVENIENT OFFICES**  
MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION



**HIGH WIRE**  
and no net!

(...like a family without a Savings Account!)

Everyone needs a financial buffer of some kind against the whims of fate. We'd like to recommend a VNB savings account!



*"Arizona's Bank"*  
**RESOURCES \$413 MILLION 39 CONVENIENT OFFICES**  
MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION

CHEERFUL IS THE WORD for much of Arizona Valley's advertising. This bank's unorthodox copy and art can and

do successfully compete with ads for automobiles, cigarettes and detergents in the same newspapers.

**BANK ADVERTISING—**(as seen by an agency principal)  
(continued from page 96)

want to change copy just when their message is beginning to take hold. Unlike more sophisticated advertisers, they have not learned that when they find something successful they should stay with it. They do not recognize the effectiveness of their own story.

In another respect it is difficult to get bankers to change: they stick to one medium — newspapers — with a kind of fanaticism. Most of them seem terrified of excursions into other media. Many banks concentrate almost all of their money in this one medium and so do not use their budgets, small as they are, with full effectiveness. There are many ways banks could make better use of their advertising money. This is not to imply that newspapers are not a good medium for financial advertising; they are. But it is not sensible for bankers to be afraid to use other media. There is no medium banks could not profitably use if the right approach were taken.

The reluctance of bank managements to break new advertising ground is understandable. It is only during the past 30 years that they have begun to advertise. Believing themselves to be in a professional category like physicians or lawyers, bankers felt that it was undignified, "unbankerlike," to advertise at all.

One of the first to break away from this concept was A. P. Giannini of the Bank of America. He conceived of banking as a service for all the people, not the few. The bank, he felt, should be taken to the customer, instead of compelling the customer to seek out the bank. From this stemmed his branch banking program (new in the United States when he pioneered it) and his appreciation of advertising.

He recognized that "bankers are in retail business" and that advertising, as a matter of course, must be a part of a bank's operation. Bank of America led the way in California,

not only in size of budget but in diversity of media used and, in later years, in imaginative copy approaches. Starting with newspapers, this institution then went into transit, outdoor, and finally radio. It was harder to guide it to television, but that medium was used. Banks as a group are still keeping TV at arm's length.

**Must bank copy look down its nose?**

Coming to the copy itself, we are forced to admit that it is not doing the job it could do to sell the nation's banks to the people. The one big reason for this is that bankers, in most of their advertising, are talking to themselves, or talking to one another. The copy is what bank managements like, not what appeals to the public. It tends to have the same aloof atmosphere as the bank itself. There is little financial advertising that is not stilted and chilly, that does not talk over the heads of the people the bank does business with.

Now that banking is literally for everybody and not just a favored few, is it shocking to suggest that bank advertising should create an atmosphere of warmth, of friendliness, of interest in the customer? And that this in turn might reflect a similar atmosphere within the bank itself and of those in the bank who meet the public? Is there any reason why bank advertising should still convey the impression that bankers are doing their customers a favor in dealing with them?

**You can't make an ad man out of a banker.** There is a good reason why financial advertising in general falls far short of the standards we have come to expect of advertising today: it is rarely created by trained, experienced advertising people. The creative copy writers and account executives working on bank advertising programs are not given sufficient authority to do the jobs they are capable of doing. It is all too easy to spot the copy that has come from a com-

mittee for the bank, or is directed by the president.

Even the biggest banks up to this point—simply because they do not yet regard their advertising as important—fail to realize that it takes an expert to produce effective copy, copy that will do a selling job for them. In bank after bank we see management, when the decision is made to advertise—usually because a competitor has started advertising!—point to someone in the organization who has a flair for art or writing and say, "You're our advertising manager."

You cannot take someone trained and schooled in banking and expect to make an advertising man out of him. If he is a good banker, he is conservative by nature, and advertising and conservatism are diametrically opposed. For any bank management that sincerely desires a creative advertising program the first requisite is the best man obtainable for the job of advertising manager. The second requisite: give him the authority commensurate with his responsibility.

**The End**

## **BANK ADVERTISING—(as seen by an advertising manager)**

(continued from page 97)

officers go to unusual lengths to be of genuine service. Many times a specialist followed the loan right out of the bank and helped the borrower set up his line of credit, plan his cattle-raising venture, his cotton planting program, his harvesting setup.

Carl Bimson, now president, never forgets for one moment that his bank is basically there to serve the communities in which it has offices. This sounds trite, but he means it to the 'nth degree. One example: A certain new loan policy would enable Valley Bank to put millions of dollars to work at an attractive income, but required that the money go out of state. "No-o-o," said Carl, biting on his ever-present cigar, "I want that money available to work right here in Arizona, building up our own communities." (This bank has sold millions of dollars of real estate mortgages, sometimes at a loss, to have the funds on hand at all times to take care of local needs.)

Such philosophies are good business. They inspire loyalties that stand the test when competition comes to the fore. Much of a bank's new business is "referral," both personal and intra-bank. If customers are well served, treated with respect and genuine friendliness, they send in others. (And

Arizona gets some 50,000 new families every year as permanent residents.) If other banks like the fair dealings, the "two-way street" kind of reciprocal handling, they too, send their customers to Valley Bank when those customers are headed for Arizona.

Since the question is about bank advertising, let us concentrate on that phase. And let us consider further what *should* be done, rather than pick up the misfirings. Let us confine ourselves for the sake of illustration to one medium—newspapers.

Bank advertising in newspapers must compete with all other advertising in those newspapers. Everyone knows this but so many forget! To stand out and claim your share of the readership you are buying among the beer, detergent, cigaret and cosmetic splash advertising you compete *three* basic ways: (1) Size of space (large enough to be seen); (2) eye-catching illustration; (3) interesting headline. The last-mentioned is most important. It has to flag the reader, intrigue him enough to read the copy to find out what you're talking about.

Most advertising men agree that weird, startling headlines and illustrations, designed solely to catch the eye, having little connection with the

message, are worthless. If you "hook" a reader into your ad with an obvious trick, then fail to deliver the implied promise to his satisfaction, he leaves you in disgust. He even leaves with the mental reservation, "That XYZ bank must be a bunch of fakers!" People blame the bank for a "bad" ad, not the advertising man! So illustration and copy headline are usually "married": The headline appeals to the reader's self-interest, and the copy quickly proves the headline's claims within the limits of credibility.

Banks with limited budgets use mat services, for they feel they cannot afford art and plates for every insertion. These are seldom standouts because they are designed for mass appeal. The banker should—and could—at least rewrite the message portion to personalize his ad. Banks with artists available should, of course, keep track of what other successful banks are doing and make certain their own artwork is "big league." One cue: The world's largest advertisers use (generally) big illustrations with short copy to get attention and readership.

Some banks, too, "recognize the need for advertising" by their commercial loan customers, yet fail to apply the same reasoning to promoting their own business. Those who feel it is "undignified" astound the rest of us . . . they drive 1956 automobiles but cling to horse-and-buggy thinking about merchandising!

TV has taught us all more about newspapers. We have learned that even an interesting commercial can quickly become tiring, passe. So in Valley Bank advertising we probe constantly for reader interest and response, with as many types of appeals as we can muster. Short copy, long copy; humorous illustrations, serious illustrations. Even the technique of the artwork changes. We don't want the reader to think he has seen this particular ad before and so skip reading it. (Not that we don't occasionally repeat "good" ads. We do.) But to be tied to a standard format is, in this writer's opinion, slow suicide.

The only part that remains unchanged is the "logo" or signature, and that is mainly for the reader we fail to "hook" because our copy and art approach do not especially interest him. For this reader we want at least the reminder of our name, big and legible, and the fact that we have 39 convenient offices to serve him anywhere in the state and that we have some \$413 million in resources. We hope he will automatically and perhaps subconsciously absorb something about "Arizona's Bank."

We have no illusions about the



majority of newspaper readers seeing and reading *all* of our ads. (You'd be surprised how many people don't even read all of the first page!) When we are "selling" FHA Title I loans (repair, remodel) we are aiming at a *selective* audience. The people without homes of their own are scarcely interested. Yet if one of them were asked about how effective our advertising was, he might say it was ineffective, because it didn't interest him! We do, however, try to broaden our appeals as much as possible, even

in selective ads. Though the reader is not in the market for a safe-deposit box, if we "do" the ad with humor and interest, creating an impression of friendliness and willingness to serve, *that* part (we hope) will stick in his subconscious and motivate him when he does need or want a bank service.

Good taste, too, should always be uppermost in the bank man's mind. The top officers of the bank are usually among the top men in any community. In *our* case, with 39

offices in 26 Arizona communities, we have managers all over the place. And using some 52 newspapers, we can't afford to have our advertising bounce back on these men in any way. They are involved in countless community functions and our advertising should be a credit to them, not a detriment.

Our customers, like those of all big banks, run the gamut of sizes, shapes, intelligence, etc. So we are careful not to hurt unconsciously the feelings of any racial, minority or religious group. With over 200,000 deposit accounts we cannot afford to have our advertising, by a careless word or picture, annoy some readers. They might think the bank was as unsound as the advertising and withdraw their funds! At the same time, many bank advertising men fall prey to indecision because of the many millions in trust with their bank, and "play it safe" as far as the advertising goes. That, too, defeats the sales ability of the advertising and they are not rendering the best service possible to their employer. Careful consideration of an ad before it leaves the shop is imperative: Does it have life and color? Is it interesting? Will it convince or move any readers? Can it be misinterpreted?

#### Lot of Latitude

In spite of the many restrictions, we find we have a lot of latitude in bank advertising. Because our management is liberal, and knows we are trying to do our best for the bank, we can run "light" ads (which attract readers) providing we are not just trying to amuse but are using humor as a sales tool.

Just as a department store cannot concentrate all of its advertising on the furniture department, so a bank cannot keep harping on a single service such as Trust. If you are a "Johnny One-Note," you are appealing to a much smaller and selective audience than if you advertise all your services. Then, too, once you attract a customer for one service, you can sell him another more easily than to try to reach that unknown "outside" audience, the newspaper reader.

I can offer no better advice than the Young & Rubicam advertising agency motto: "Resist the Usual!" After all, we are appealing to the average reader who is many readers in one: the front-page, sports page, financial page, funnies and editorial page reader!

And to get his attention, let alone his business, we need all the ingenuity we can cook up!

The End

## WORCESTER'S Growth is still on the rise

...And WORCESTER'S OWN LOCALLY Edited SUNDAY SUPPLEMENT  
Worcester Sunday Telegram FEATURE PARADE

has NOW shown a

**53%**

**LINAGE  
INCREASE**

Jan. - Oct. 1956  
over 1955

**47%**

Jan. - July 1956

Feature Parade, the Sunday Telegram Magazine Supplement, has carried 257,256 lines of advertising for the first ten months of 1956 — a gain of 89,366 lines over the same period in 1955. The circulation of 106,798\* offers you strong local impact on the Metropolitan Worcester County Market.



Black and 1, 2 or 3 colors

\*March 31, 1956 Publisher's Statement (ABC)

**the WORCESTER  
TELEGRAM  
-GAZETTE**

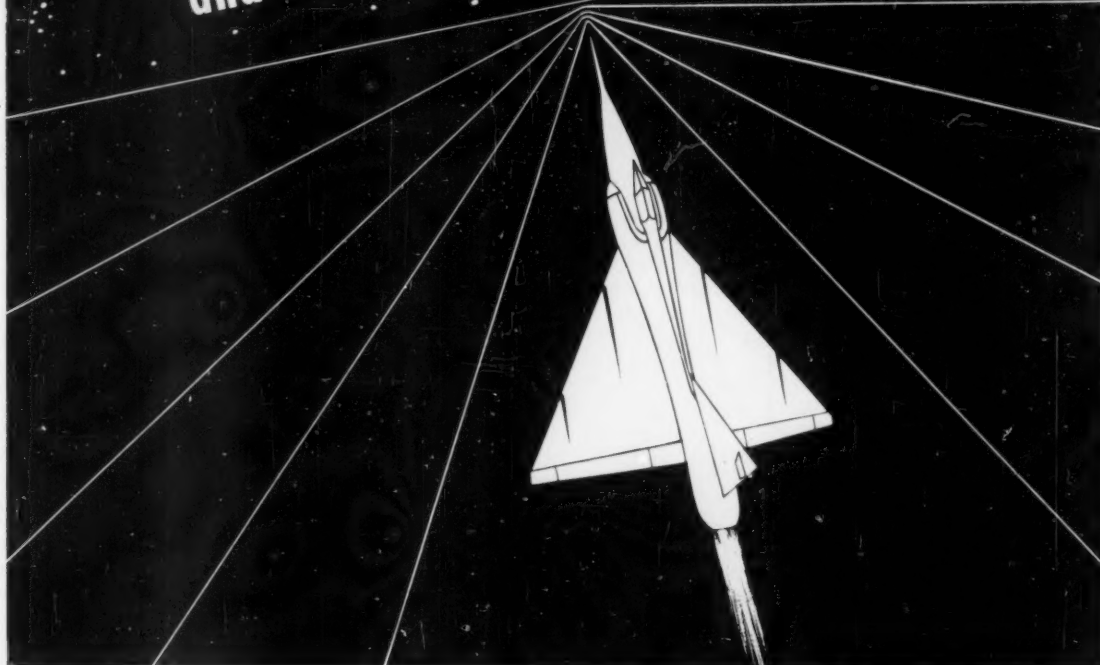
**WORCESTER, MASSACHUSETTS**  
Howard M. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.  
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM



**They're breaking the sound barrier...  
and the SALES barrier in Oklahoma!**



Nearly one-third of the nation's airplanes are produced within 300 miles of Oklahoma's center.

Rapid growth of this aviation industry is one of the reasons why Oklahoma manufacturing pay-rolls have expanded at a rate almost twice that of national industrial growth. Aviation's higher-paid workers have helped Oklahoma to rank first among all the southern states in percentage of increase in per capita income from 1950 to 1955. In 1956 the average weekly wage of the industrially employed is up 7.3% over 1955.

That's why sales have been climbing in Oklahoma with supersonic speed. Your advertising in these newspapers will reach the most people in Oklahoma with the most money to spend!

## **The Daily Oklahoman Oklahoma City Times**

*Oklahoma's Greatest Media in Circulation,  
in Prestige, and in Buying Influence*

published by The Oklahoma Publishing  
Company in Oklahoma City

**One of the  
5 FASTEST GROWING  
Cities in the nation**

represented by The Katz Agency

*only*  
**United Air Lines**  
*offers*  
**RESERVED**  
**AIR FREIGHT SPACE**  
*on all equipment*



**NEVADA**  
**CONFIDENTIAL**

FANCY—Nevadans are a transient bunch who eat in restaurants and hotels, a poor market for food store products.

FACT—Nevada is a spectacularly high quality market for food store products with per capita sales of \$307, 22 per cent ahead of the national average of \$251! And in the Las Vegas Metropolitan Area (Clark County) per capita food store sales are an amazing \$348, 39 per cent ahead of the national average, while in the Reno Metropolitan Area (Washoe County) per capita food store sales are a healthy 14 per cent above the national average. Makes selling and advertising in Nevada mighty productive! For detailed marketing and statistical analysis, phone your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys...

**LAS VEGAS**

REVIEW-JOURNAL • KORK-AM  
 KLRJ-TV from HENDERSON

**RENO**

KOLO-TV • KOLO-AM



**ELY**  
 TIMES

**\$1,000,000 for Electrolux?**

(continued from p. 33)

would show how the machine would suck up three half-pound steel balls. "Show me another vacuum cleaner that will do this," said Larry, "and I will give you this cleaner." If the ball demonstration did not roll them over, he tried the Dirt Detector, a plastic holder which some salesmen use with dirt-revealers. With the detector on the business end, he picked up stove lids, chairs, tables and miscellany.

The new Automatic will do much more.

An ancient embarrassing moment in this business concerned the salesman who walked into a farm home, dumped a pile of dirt on a rug, and then learned that the home was not wired for electricity. While nearly all of Bazinet's homes are now wired, he goes easy on the dirt: "just enough piles to be convincing—never more than three... on bare floors he used just one swipe of the brush."

Each sale takes about 10 minutes. Often he works "wholesale." In his record month he sold 300 units on fewer than 300 demonstrations, before family groups. He figured that if he could win mother and father, married sons and daughters would buy too.

**Satisfied Users Help**

His customers even helped in the record breaking. Many arranged family-group demonstrations. (About half of all Electrolux sales are made on "referrals" from satisfied customers.)

Hillary J. McCrossin, Boston, New England division manager, has said that Bazinet's record "will never be broken." Bazinet disagrees: "If I can do it, someone else can."

President Dietz set out to prove to SALES MANAGEMENT that "we have the highest paid specialty sales organization." He spiced our interview with telephone calls to Electroluxers in several states. Then I cut in for personal proof of profitable selling.

We talked, for example, with Victor Polity, Union City, N. J. Victor had just wed when he lost his job as bellhop in 1925. Then he started selling Electrolux. During the depression he made enough to save \$15,000. In 1936 Dietz, then vice-president, "talked him into management." He became a "team manager" (which, Dietz explains, "is no different from a branch manager") and

now has 20 men with him. In his best year Polity earned \$40,000. He figures his current "worth" at \$100,000. He still makes sales calls.

We failed to reach Frank Briggs at Portland. He was in Boston, at a meeting with other branch managers under McCrossin. With the Bell System's help, we barged into it.

Briggs had been a potato farmer, when he joined Electrolux in 1930. He "didn't know anything" about vacuum cleaners, but in his first week sold nine. As assistant branch manager at Pittsfield, Mass., he pushed his annual earnings to \$60,000. As manager at Portland, since 1938, he has done somewhat better. He told about his 700-acre farm, where he grows apples and potatoes, his sawmill and other interests. His assets: \$300,000—"all due to Electrolux."

**1,000 Yankee Salesmen**

Portland, boasts Briggs, can "out-sell the big cities. We've built the largest direct-selling organization in Maine, and our business continues to grow, across the whole state." He says some nice things about Larry Bazinet, who "works Aroostook county, 425 miles from Portland."

McCrossin points out that "we used to have 1,000 salesmen in New England, and we hope to have that many again. Lots of opportunities in our area haven't been scratched." The division runs want ads in newspapers and is hiring several salesmen a week, from all business backgrounds and of all ages, including retired people.

(A tight labor market now cramps direct-selling forces.)

After selling stocks and bonds, McCrossin went to Electrolux in 1925. In his best year he earned \$140,000. A little prodding produced the fact that, "thanks to Electrolux," he's now a millionaire.

Walter Dietz finds "opportunities everywhere: When we first opened a branch at Hempstead, L. I., the population of that village (not to be confused with the town of Hempstead, embracing various villages) was less than 10,000. But this branch has sold more vacuum cleaners than any other." It still ranks among the top 10.

"Generally, we start in larger cities and reach out." Rural penetration could be deeper. But a study by *Progressive Farmer* among its southern farm subscribers still shows Electrolux far ahead in vacuum cleaner

## How to put *sales spirit* in a premium package



Beam's latest offering in holiday packaging is spirited in more ways than one.

First there's the double-use bottle serving both as a container and a beverage warmer and server, executed in a sparkling PYREX brand glass.

And there's something else *new* — a beautiful Coffee Warmer, complete with candle, is being offered with this Beam Bottled In Bond package.

Beam pioneered the use of the PYREX Coffee Server several years ago. Its success resulted in the introduction this year of the new model which is even more attractive and more useful. And it has the added attraction of the Coffee Warmer.

Behind this sales spirit is a custom-designed PYREX package that looks good . . . and gives plus value to any brand or product it's used with.

*Can you use such added appeal?* All the facts about how we can help—from design to finished product—can be in your hands.

The sales-building idea you're seeking may already exist in the form of an attractive and useful glass object. Let us help you find it. Just write, wire, or phone.



Core of Beam's premium packaging is this PYREX container that becomes a beverage warmer and server. The added sales allure of such premium packaging might be just what your product needs.

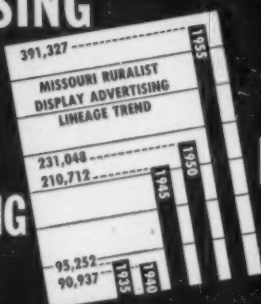


**CORNING GLASS WORKS, CORNING, N. Y.**

37-12 Crystal Street

*Corning means research in Glass*

**ADVERTISING  
GOES...  
WHERE  
ADVERTISING  
SELLS!**



**TO SELL  
RURAL  
MISSOURI**  
use the ►

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



ownership, with 27.8% of the total—followed by G-E 8%, Air-Way 7.7%, Hoover 6.3%, Sears, Roebuck's Kenmore 6.0%.

Industry vacuum cleaner sales in 1955 were 3.3 million. After Electrolux (which has not yet achieved an ambition of selling as many as all the rest combined) the national leaders are said to be Hoover, G-E, Westinghouse and Lewyt. Air-Way and others sell door-to-door. Hoover sells both to homes and through stores.

Electrolux claims to "open the doors for the industry."

Its early machine, Dietz explains, was the "first in the United States with an enclosed bag. While our men did a terrific job of selling it, they did not succeed with thousands of people to whom they demonstrated. Yet those people were so impressed with the enclosed bag type that they demanded one like it from their local stores. In 10 years every other vacuum cleaner had an enclosed bag."

The four keystones of the company's growth, he says, are "(1) the product; (2) our method of selling; (3) our concept of the sale (including service responsibility after the sale), and (4) our treatment of non-buyers."

Electrolux does not merely "assemble": It builds nearly all the parts for its machines. And it assumes full responsibility for their effective operation.

On one early vacuum cleaner, Dietz recalls, "something wasn't quite up to par. We changed 200,000 of those parts without expense to any customer—even before most of them had any trouble."

Not long ago, just after introducing the Automatic, "we came up with a radical new development—the dial. We changed thousands of machines which people had purchased without a dial. This also meant

changing front covers—which sell for \$18.75 each.

"Our customers had bought a good product. But the dial made it so much better; in some areas, that we wanted them to have the benefit of it."

All 300 branches offer company-maintained service. On special problems, however, Electrolux has been known to send an engineer from Connecticut to Dallas, without cost to the customer.

Dietz warns the salesmen: "Some customers complain that 'I never like to call Electrolux for service because when the man comes, he always tries to sell me a new cleaner.'" A salesman should "make an honest estimate of the cost to put that cleaner in first-class condition. The customer is then in a position to decide whether she wants a new machine or not."

### Like Happy Customers

Making friends counts in making sales: "The product makes part of the sale. The salesman himself makes the rest of it. The customer has to like both." The salesman should not be "aggressive to the point where it blocks us." After the sale he should make sure the customer is happy with her purchase. (And in the process he can get her to think of him as a steady source of various home-maintenance products.)

Because its own people sell all its products to the consumer, Electrolux does not have to worry about discount houses. And whether a customer buys one vacuum cleaner or 100, every unit of the same model sells at the same price. Not long ago, Bell Laboratories tested various vacuum cleaners, decided on Electrolux, and were somewhat miffed to learn that it couldn't buy them "wholesale."

And on every sale an employee gets a full commission.

Customers seem to approve both

Electrolux products and policies. Walter Dietz cites findings in one independent survey, which showed that "out of every 100 Electrolux buyers today, 59 will buy another Electrolux. For all other makes together, the average brand loyalty was only 12%."

Electrolux in fact to some extent "pre-insures" loyalty. The Automatic was field-tested in 13,000 homes. Of 1,900 of these users who wrote in their opinion of it only 29 were "not fully happy." Within a month the company saw to it that all but three were happy.

Over the years this company has gone out of its way to make friends . . . When the nation's banks closed in March 1933, salesmen were authorized to accept checks from customers. (The losses were almost zero) . . . During World War II the salesmen who had not gone into military service worked to keep the cleaners cleaning. Although its own plant was devoted entirely to war work, the company still could boast that "no Electrolux cleaner for which service was requested remained inoperative."

Under a "preferential contract" plan, on payment of a \$25 down payment, the company promised the purchaser delivery of a cleaner within a year after production of civilian goods was authorized. The certificate also guaranteed a ceiling on price. The contract, to which Electrolux was able to adhere, brought an avalanche of sales.

Through 28 years Electrolux expanded without national advertising. Since 1952, however, it has run a modest campaign in magazines (through Batten, Barton, Durstine & Osborn), which it credits for "opening many doors." Salesmen leave reprints of ads with a reminder:



"PLEASE READ THIS: AN IMPORTANT MESSAGE ABOUT A WONDERFUL CHRISTMAS PRESENT—INSPIRING TO GIVE—THRILLING TO RECEIVE. I WILL BE BACK—(he inserts date) ..."

Some salesmen hand a reprint to the prospect and say, "While you read this I will go to my car and show you this wonderful new cleaner."

The campaign, which may be expanded, is running in *Better Homes and Gardens*, *Ladies' Home Journal*, *McCall's*, and *Parents'*.

Currently, the company spends \$215,000 a year for advertising.

In the month when Larry Bazinet set the 300 record, 106 men won Diamond Gold Elephants for selling 100 machines. Production per man was the highest ever attained.

But when one record falls, Electrolux goes after the next one. Paul Boggs wired all the men that "never do I remember a November starting in such a high pitch of excitement. At one branch meeting today men . . . threw their chairs around the room."

In the first month after the Automatic's appearance the West shamed the East by coming through with six times as many Diamond Gold Elephants . . . Recent leaders among branches for the Sales Cup, Supply Cup and Service Award, respectively,

were Portland, Me., Kansas City, Little Rock. Gulf Division was out front in cleaner sales and Western Division in supply sales . . . Supplementing a continuing silver bowl award for assistant branch managers and their groups, Electrolux was offering a sterling silver tray, "sponsored by Vice-President Paul Boggs." Ten of the 16 assistant managers who won the bowl once or more have since been advanced to branch manager.

### In Daily Touch

Every Monday and Thursday hq. knows how a half-week went across the country, up to the night before. Daily, words of praise—and otherwise—go out through Electrolux Press Service to the men and bulletins to the managers. "Our job," says Walter Dietz, "is to relay the thoughts of the men in the field. We help them to talk to each other."

*Electrolux News* is a whole jungle of elephant symbols and other stimulations and recognitions: Contest battling averages; pictures of award winners and award meetings; letters from satisfied customers. And slogans: "There's DANGER in Dust and Dirt;" "If you can make your prospects know what you know, you'll hardly ever lose a sale;" "Timid heart ne'er won fair lady's name on the contract book."

And human interest: While attend-

ing last spring's elephant-award meeting in New York, one branch manager was stricken with appendicitis. Electrolux taped the five-day proceedings for him and reproduced them in Roosevelt Hospital.

A cartoon character called Elux reminds the salesmen: "Hundreds of thousands of homes today still are without benefit of an Electrolux cleaner. Electrolux Selling is OPPORTUNITY UNLIMITED."

How much all this pays the stockholders, however, may be another matter.

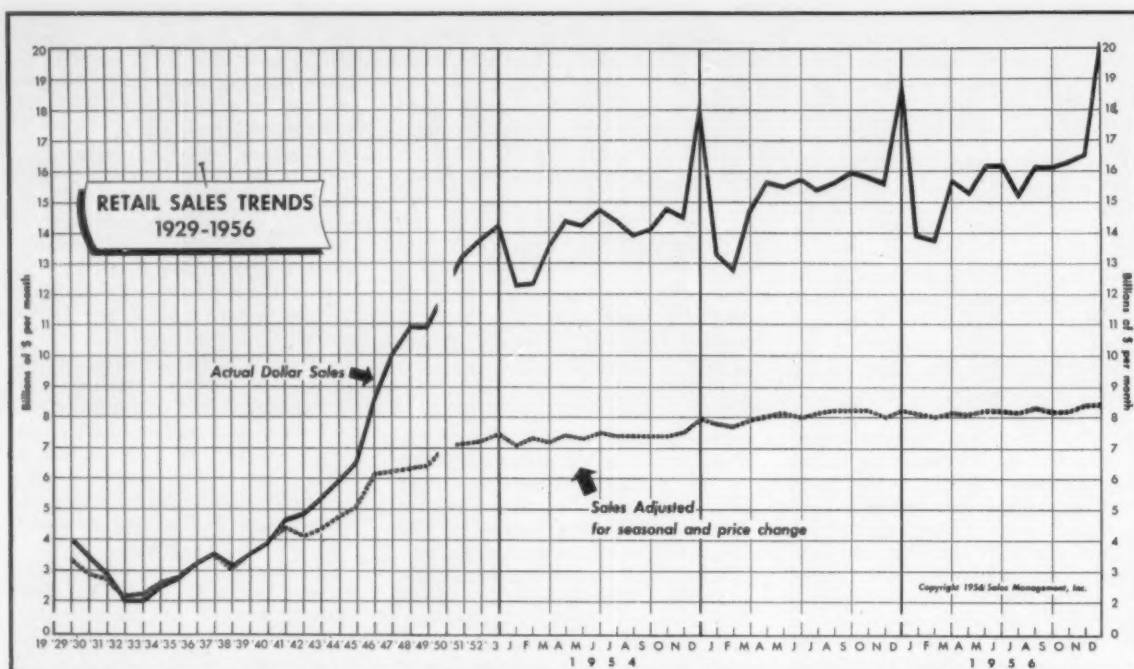
In the postwar decade after-tax profit started at \$3.1 million; reached \$4.1 million in 1948 and in 1950; declined to \$1.8 million in 1952, and since has risen to \$2.8 million in 1955. Then in nine months of 1956 profit dipped, with higher wages and steel costs, to \$1.7 million, or an annual rate of \$2.2 million.

Dividends per share fluctuated between a low of \$1 in 1953 and 1954 to \$2.20 in 1947, and last year were \$1.25. Over the decade total earnings per share were \$25.99. Of this \$15.15 was declared in dividends and \$10.84 retained in the business.

Walter Dietz is not worried: With the products and the people to sell them, he is sure that the profits will climb.

A lot of doors are still to be opened by Electrolux. The End





## December: It'll Be a Record Smasher!

BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power

December, 1956 will probably be the first month in history in which the retail trade volume topped \$20 billion. Our current estimates actually project a December volume of \$20.2 billion, representing a four percent gain over last December.

The four percent projected gain is based on merchant reports that the Xmas shopping will lift December sales of non-automotive by at least five percent over last December, of which about one-half represents price gain. In addition, we are assuming

that sales of new cars will really move into high gear in December as the industry finally licks the shortages, strikes and production bugs that got the new automotive year off to such a bad start. With most auto plants now on a six-day week, the industry

### Retail Sales Box Score

	10-Month Totals		%	October		%
	1956	1955		1956	1955	
	\$ Millions		Change	\$ Millions		Change
Food .....	37,707	35,822	+ 5.3	3,851	3,705	+ 3.9
Eating & Drinking Places .....	11,972	11,355	+ 5.4	1,240	1,204	+ 3.0
General Merchandise .....	15,713	15,135	+ 3.8	1,823	1,807	+ .9
Apparel .....	8,788	8,204	+ 7.1	1,000	974	+ 2.7
Furniture & Appliances .....	8,467	7,965	+ 6.3	954	910	+ 4.8
Lumber, Building, Hardware .....	11,642	11,599	+ .4	1,302	1,281	+ 1.6
Automotive .....	30,068	32,069	- 6.2	2,806	2,964	- 5.3
Gasoline Service Stations .....	11,392	10,223	+11.4	1,201	1,083	+10.9
Drug & Proprietary .....	4,678	4,211	+11.1	485	437	+11.0
* Total Sales .....	155,388	150,321	+ 3.3	16,321	15,824	+ 3.1

\*Includes data for kinds of businesses not shown in above nine categories.

can step up output in December to over the 700,000 mark. In that case, December auto sales may match last December's record-breaking total. Most dealers are having more trouble getting cars in than in moving them out, thus finding themselves forced to compile waiting lists for customers for the first time in many years.

For non-automotive lines, sales so far this year have been averaging gains over last year of the order of five or six percent, with the largest gains going to gasoline service stations and drug stores. General merchandise however, which has been scoring only moderate gains over last year of less than four percent, and which had been particularly disappointing in September and October (due apparently to mild weather) should snap back this December with gains of about seven or eight percent.

The tight money problem should have little effect on consumer shopping, though for many retailers it has added to the cost of stocking up for the seasonal retailing peak. If the expected sales rise should not come about, and the relatively poor showing of September and October be repeated then retailers may be saddled with difficult inventory problems. It is remarkable how crucial a role a single week or two (i.e. prior to Xmas) can play in the annual general merchandise retail picture. For some department stores this period will account for over 10% of annual sales. If because of poor planning, inventories are low or unbalanced this period can turn a good year into a bad one. For this reason the big department stores now begin their Xmas planning a full year ahead. For this Xmas period, department stores are generally well-stocked, well-staffed, and ready to handle the biggest and best retailing month in history.

Among the states expected to report better-than-average performance for this December as compared with last December are:

Arizona	Idaho
California	New Mexico
Connecticut	Oregon
Florida	Vermont
Wisconsin	

The leading cities, those with a City-National Index well above average are:

Santa Barbara, Cal.	119.3
San Diego, Cal.	114.3
Fort Lauderdale, Fla.	114.1
New London, Conn.	113.5
Burlington, Vt.	111.3
Sacramento, Cal.	110.6

Portland, Ore.	110.2
Kalamazoo, Mich.	110.1
Rome, N. Y.	110.0
Pensacola, Fla.	109.8
Bartlesville, Okla.	109.6
Riverside, Cal.	109.3
San Jose, Cal.	109.3
Oakland, Cal.	108.9
Tucson, Ariz.	108.1
Butte, Mont.	108.0

**Sales Management's Research Department** with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

**Three Index Figures Are Given** the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

**The Dollar Figure, "\$ Millions,"** gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the

expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

**Suggested Uses for These Data** include (a) special advertising and promotion drives in spot cities (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

#### RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

		City		\$
Index	1956	Index	1956	
vs. 1939	vs. 1955	vs. 1939	vs. 1955	December 1956

#### UNITED STATES

444.2 104.0 100.0 20177.00

#### Alabama

545.2 104.4 100.4 256.81

##### ★ Florence-Sheffield-

Tusculumbia ..	796.8	109.9	105.7	8.92
★ Birmingham ..	507.0	105.2	101.2	53.34
Gadsden .....	517.7	99.0	95.2	6.78
Mobile .....	674.6	103.0	99.0	21.86
Montgomery ...	570.6	103.2	99.2	18.55

#### Arizona

732.9 111.4 107.1 128.26

★ Phoenix .....	773.9	110.9	106.6	38.93
★ Tucson .....	912.8	112.4	108.1	22.64

#### Arkansas

472.1 102.6 98.7 152.15

Fort Smith ...	575.2	100.4	96.5	9.55
Little Rock ...	514.4	103.5	99.5	26.13

#### California

584.4 109.8 105.6 2012.52

★ Bakersfield ....	552.7	107.6	103.5	20.28
★ Berkeley .....	433.2	108.0	103.8	15.60
★ Fresno .....	531.1	107.1	103.0	29.74
★ Long Beach ....	640.8	104.0	100.0	57.80
Los Angeles ....	472.0	101.9	98.0	388.28
★ Oak'and .....	404.8	113.3	108.9	76.95
★ Pasadena .....	516.6	105.4	101.3	29.97
★ Riverside .....	742.5	113.7	109.3	13.59

## Dress Up Your Apparel Sales In Clothes-Conscious NEW LONDON

From elegant to casual . . . for men, women and children . . . New Londoners buy lots of clothes. In fact, of all Conn. cities of 25,000 or over, New London average family apparel sales are 2nd highest in the entire state. (S.M. '56 Survey)

What's more, THE DAY is New London's only newspaper—your best and only way to reach 95.6% of the 66,547 ABC city zone.

### The Day

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

## THIS Is Eastern Connecticut

## \$6,063,000 DRUG SALES

In Eastern Connecticut 49,000 families spend over \$6 million for drug store products. Their average expenditure is \$124—substantially above the national family average.

Are you selling this responsive—but isolated—market?

The Norwich Bulletin is the only newspaper that penetrates it—wraps the area up into a single sales package—in contrast to the thin, spotty coverage of outside newspapers.

When making up your drug product advertising schedules, be sure you've included Eastern Connecticut—and the Bulletin.

## Norwich Bulletin and Norwich Sunday Record NORWICH, CONN.

Bulletin                      Sunday Record  
23,475 Daily                      19,993

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR DECEMBER, 1956 •

### RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	December
1939	1955	1955	1956

### California (cont.)

★ Sacramento	578.7	115.0	110.6	48.09
★ San Bernardino	658.9	108.8	104.6	18.71
★ San Diego	717.2	118.9	114.3	72.08
★ San Francisco	343.3	107.2	103.1	138.40
★ San Jose	667.9	113.7	109.3	32.39
★ Santa Ana	798.6	107.5	103.4	16.93
★ Santa Barbara	486.8	124.1	119.3	11.93
★ Stockton	497.4	106.4	102.3	19.40
Ventura	583.4	96.4	92.7	6.71

### Colorado

	465.7	103.1	99.1	205.84
Colorado Springs	670.2	97.9	94.1	14.81
★ Denver	446.9	104.4	100.4	83.57
Pueblo	476.4	100.3	96.4	11.43

### Connecticut

	418.5	107.8	103.7	324.29
★ Bridgeport	348.6	105.1	101.1	26.95
★ Hartford	354.6	109.6	105.4	40.46
Middletown	390.0	102.0	98.1	4.88
Meriden				
Wallingford	413.5	102.3	98.4	9.76
★ New Haven	349.7	110.6	106.3	32.06
★ New London	399.2	118.0	113.5	8.34
★ Norwich	481.5	104.8	100.8	6.64
Stamford	518.6	103.8	99.8	14.83
★ Waterbury	375.9	106.8	102.7	17.22

### Delaware

	473.7	100.6	96.7	50.52
Wilmington	394.3	100.6	96.7	26.93

### District of Columbia

	332.0	102.2	98.3	140.53
Washington	332.0	102.2	98.3	140.53

### Florida

	791.9	109.8	105.6	525.68
★ Fort Lauderdale	1047.5	118.7	114.1	20.32
Jacksonville	585.4	102.2	98.3	45.54
★ Miami	767.1	111.2	106.9	83.16
★ Orlando	827.4	112.0	107.7	22.84
★ Pensacola	691.0	114.2	109.8	12.30
★ St. Petersburg	721.6	106.0	101.9	24.75
★ Tampa	775.2	111.0	106.7	37.52

## IN MIDDLETOWN You Always Get More Mileage from GASOLINE ADS

Metropolitan Middletown is Connecticut's best automotive and gasoline market . . . with the highest sales per family in both groups of all the state's metropolitan areas. Local families spend \$271 in service stations—against a \$230 average for all U.S. metropolitan areas, \$232 for Connecticut.

In this as in other categories, there's always more in Middletown. But don't nibble at the edge of this big pie with outside fringe circulation. Cut yourself the biggest slice possible—with THE PRESS. No combination of outside newspapers comes anywhere near equaling its coverage of Metropolitan Middletown.

## THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.  
OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency



"Tie a String on Your Finger."

## THAR'S GOLD IN THESE MEMORIES

Things to remember in your ad plans for the country's richest metropolitan market: (1) Stamford, with \$136 million retail sales, is the state's fastest-growing market (1948-'54) . . . (2) has highest family income (\$7,858) of state's cities over 50M population . . . (3) and highest sales production index of area's three hub cities . . . (4) the Advocate offers 97% unmatched coverage of Stamford families.

## Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency, Inc.





## It's Like Shooting Fish In a Barrel

—To hit the Meriden-Wallingford \$18 million\* automotive market with THE RECORD & JOURNAL. Hartford and New Haven newspapers don't scratch the surface. Be sure with the RECORD & JOURNAL 97% coverage of this 100,000 area.

\*SM '56 Survey

### The Meriden RECORD & JOURNAL

MERIDEN, CONNECTICUT

National Representatives:  
Gilman, Nicoll & Ruthman

## When It Comes to Food Norwalkers Buy BIG and FANCY

Whether you're selling carrots or caviar, spuds or spumoni, muscle-builders or frilly refreshments — Norwalk is your market.

The 31,800 families in the Norwalk portion of the country's richest metropolitan area lay out \$1,244 of their \$8,148 income for food . . . for daily meals and frequent entertainment—\$389 more than the U.S. family average.

Staple or specialty, your food product can expect a sharp sales boost in the rich Norwalk area—if it's advertised in the Hour . . . miles ahead of any incoming paper in coverage and readership.

## The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.

City Zone (60,425)

57% Coverage of

The Trading Area

Represented by

The Julius Mathews Special Agency, Inc.

DECEMBER 7, 1956

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR DECEMBER, 1956



RETAIL SALES FORECAST  
(S.M. Forecast for December, 1956)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	December
	vs. 1939	vs. 1955	vs. 1955	1956
<b>Georgia</b>	521.2	101.8	97.9	351.84
Albany	662.5	103.4	99.4	7.16
Atlanta	499.1	101.5	97.6	90.39
Augusta	569.1	97.0	93.3	15.03
Columbus	600.5	98.3	94.5	14.95
Macon	545.3	103.0	99.0	14.45
★ Savannah	482.6	108.6	104.4	17.52

### Hawaii

★ Honolulu	409.3	109.0	104.8	34.42
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### Idaho

★ Boise	428.4	107.7	103.6	81.39
★ Boise	464.2	107.7	103.6	10.77

### Illinois

Bloomington	411.5	102.0	98.1	1270.28
Champaign-Urbana	345.4	99.1	95.3	7.18
Chicago	416.7	101.1	97.2	10.92
Danville	358.7	101.9	98.0	571.04
Decatur	499.2	103.4	99.4	9.89
★ East St. Louis	418.5	99.1	95.3	14.10
Moline-Rock Island-E. Moline	489.7	106.6	102.5	13.61
Peoria	399.4	101.6	97.7	15.70
Springfield	349.2	102.5	98.6	22.42
★ Rockford	414.8	101.0	97.1	17.88
	483.8	106.1	102.0	22.30

### Indiana

Evansville	459.5	101.9	98.0	529.40
★ Fort Wayne	428.5	96.8	95.0	20.35
Gary	450.2	104.1	100.1	26.61
Indianapolis	498.3	101.0	97.1	22.67
Lafayette	455.1	103.3	99.3	90.19
Muncie	362.6	101.0	97.1	7.25
South Bend	421.0	99.5	95.7	10.40
Terre Haute	410.6	100.5	96.6	20.69
	336.9	99.4	95.6	11.93

### Iowa

★ Cedar Rapids	386.1	101.2	97.3	343.22
Davenport	423.2	106.1	102.0	14.73
Des Moines	379.8	104.6	100.6	13.67
Dubuque	377.6	101.0	97.1	32.66
Sioux City	370.8	98.3	94.5	7.64
Waterloo	331.9	96.8	93.1	13.71
	369.8	99.0	95.2	11.02

## You'll keep coming back for more

POST advertisers are a consistent, satisfied group.

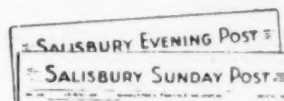
You'll know why once you give the POST a trial.

POST readers have money to spend and are willing to spend it.

POST readers believe in what the POST prints . . . advertising included.

Not just sales . . . but profitable sales . . . is the reward of advertising in the POST.

Over 17,000 circulation.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**

**\$495**

## MORE FOOD Per Family

Family for family, Maine is the nation's third best food market, with \$1,003 sales per family.

Despite this record food buying, the average Maine family isn't in the same league with Biddeford-Saco families when it comes to loading a grocery cart. They buy \$495 more than the average U.S. family.

Of course you want the inside track to their brand preferences. One newspaper . . . and one alone . . . opens the way. It's Biddeford-Saco's daily reading habit—the Biddeford Journal, a must in 90% of the homes.

**THE BIDDEFORD**

## JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

# PORTLAND, MAINE

## \$120,825,000

### AUTOMOTIVE MARKET

The 9-County Portland, Maine market accounts for \$120,825,000 automotive sales — more automotive volume than you can expect in all of Vermont, Delaware, Nevada or Wyoming . . . more automotive buying per family than you'll get in twenty-three of the various state markets—a huge, state-size potential for your brand of cars, trucks, tires, batteries.

That's reason enough for putting Portland on your 1957 schedules—but it's only one of *three* powerful reasons. In addition, there's (1) the Portland Newspapers' reputation

for big, fast results—advertisers' choice year after year to deliver this top-favorite test market; and (2) the low cost of selling the market. A single advertising buy gives you effective coverage of this state-size automotive market.



The size of the market, the low cost of selling it, the coverage provided by this single buy, and the newspapers' national reputation for getting state-size results—all add up to a tremendous lift to your sales quotas in '57.

← NINE COUNTY SALES AREA →

162,700 Population . . . \$640,970,000 Retail Sales  
\$120,825,000 Automotive Sales

## PORTLAND, MAINE

### NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR DECEMBER, 1956



#### RETAIL SALES FORECAST

(S.M. Forecast for December, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	December
	1955	1955	1955	1956

<b>Kansas</b>	477.1	99.5	95.7	244.10
Hutchinson	394.5	95.4	91.7	6.71
Kansas City	460.5	101.5	97.6	16.99
Topeka	482.6	103.1	99.1	16.02
Wichita	711.1	98.0	94.2	39.75

<b>Kentucky</b>	451.1	102.1	98.2	253.45
Lexington	383.9	100.0	96.2	13.36
Louisville	467.8	103.0	99.0	64.42
Paducah	409.4	97.9	94.1	6.30

<b>Louisiana</b>	529.4	105.1	101.1	278.08
★ Baton Rouge	780.4	104.0	100.0	22.79
★ Lake Charles	794.3	106.6	102.5	9.69
★ Monroe-West				
Monroe	507.6	104.8	100.8	10.71
★ New Orleans	472.1	106.2	102.1	77.95
Shreveport	501.8	102.1	98.2	24.79

<b>Maine</b>	365.0	104.6	100.6	110.97
★ Bangor	391.5	107.6	103.5	8.34
Lewiston-Auburn	304.9	103.3	99.3	8.17
Portland	298.8	103.6	99.6	14.40

<b>Maryland</b>	468.1	102.3	98.4	313.13
Baltimore	351.3	102.2	98.3	140.30
Cumberland	305.4	103.5	99.5	6.87
Hagerstown	440.2	103.7	99.7	8.28

<b>Massachusetts</b>	346.4	104.3	100.3	650.28
Boston	288.5	103.2	99.2	148.66
★ Brockton	300.0	106.9	102.8	10.23
Fall River	300.0	98.3	94.5	12.78
★ Holyoke	367.7	107.6	103.5	8.46
★ Lawrence	329.7	109.6	105.4	12.40
★ Lowell	396.9	108.4	104.2	12.90
Lynn	331.0	103.6	99.6	14.43
New Bedford	317.5	99.5	95.7	13.62
★ Pittsfield	361.4	109.7	105.5	9.21
★ Salem	386.3	106.9	102.8	8.00
★ Springfield	315.5	105.1	101.1	27.80
★ Worcester	327.2	106.1	102.0	31.90

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR DECEMBER, 1956 •



#### RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

	City			
	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	December
	vs. 1939	vs. 1955	vs. 1955	
<b>Michigan</b>	483.6	98.1	94.3	951.23
Battle Creek ...	387.9	98.7	94.9	9.93
Bay City ...	420.8	103.6	99.6	9.59
Detroit ...	412.8	96.3	92.6	288.73
Flint ...	511.6	92.9	89.3	38.57
Grand Rapids ...	433.7	101.5	97.6	36.82
Jackson ...	387.4	95.7	92.0	11.39
★ Kalamazoo ...	460.1	114.5	110.1	17.39
Lansing ...	462.5	97.3	93.6	22.66
Muskegon ...	446.0	102.1	98.2	11.02
Pontiac ...	514.5	98.8	95.0	16.83
Port Huron ...	397.1	98.4	94.6	7.78
★ Royal Oak- Ferndale ...	899.8	106.8	102.7	20.52
Saginaw ...	467.8	101.7	97.8	17.63
<b>Minnesota</b>	360.3	101.8	97.9	395.92
Duluth ...	305.2	102.2	98.3	15.41
Minneapolis ...	345.6	101.8	97.9	97.84
St. Paul ...	292.5	101.7	97.8	51.53
<b>Mississippi</b>	492.0	103.6	99.6	150.11
Jackson ...	592.4	102.6	98.7	16.23
★ Meridian ...	488.8	106.3	102.2	6.45
<b>Missouri</b>	424.4	100.2	96.3	505.51
★ Joplin ...	378.0	106.0	101.9	7.41
Kansas City ...	379.6	98.3	94.5	89.74
St. Joseph ...	330.4	99.1	95.3	10.08
St. Louis ...	351.7	101.0	97.1	130.80
★ Springfield ...	467.1	104.1	100.1	12.75
<b>Montana</b>	376.0	104.6	100.6	90.17
Billings ...	482.1	101.2	97.3	9.40
★ Butte ...	305.0	112.3	108.0	8.05
Great Falls ...	412.7	101.4	97.5	8.83
<b>Nebraska</b>	400.7	97.9	94.1	171.95
Lincoln ...	386.8	497.7	93.9	15.90
Omaha ...	373.8	98.0	94.2	41.45
<b>Nevada</b>	619.3	106.3	102.2	41.37
★ Reno ...	509.9	106.3	102.2	12.29

#### RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

	City			
	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	December
	vs. 1939	vs. 1955	vs. 1955	
<b>New Hampshire</b>	363.3	103.9	99.9	71.86
Manchester ...	351.1	102.3	98.4	12.43
★ Nashua ...	375.9	107.6	103.5	5.71
<b>New Jersey</b>	413.5	101.9	98.0	706.01
★ Atlantic City ...	324.6	104.7	100.7	15.22
Camden ...	383.5	101.0	97.1	19.87
★ Elizabeth ...	364.7	104.1	100.1	17.25
Jersey City- Hoboken ...	284.8	98.6	94.8	34.69
Newark ...	266.7	97.3	93.6	69.91
★ Passaic-Clifton ...	428.5	106.1	102.0	21.00
★ Paterson ...	348.2	106.1	102.0	25.14
★ Trenton ...	418.7	108.5	104.3	28.76
<b>New Mexico</b>	656.7	107.7	103.6	89.25
★ Albuquerque ...	1088.4	107.7	103.6	26.67
<b>New York</b>	352.0	104.7	100.7	2121.08
Albany ...	322.9	103.7	99.7	25.74
Binghamton ...	338.6	99.7	95.9	15.13
★ Buffalo ...	355.8	106.6	102.5	93.57
Elmira ...	318.8	100.8	96.9	9.02
Hempstead Town- ship ...	841.9	102.8	98.8	104.65
Jamestown ...	328.0	97.7	93.9	7.25
★ New York ...	310.9	105.0	101.0	1043.07
Niagara Falls ...	393.7	101.7	97.3	14.69
Poughkeepsie ...	352.4	103.8	99.8	10.78
Rochester ...	342.0	101.7	97.8	61.08
★ Rome ...	498.5	114.4	110.0	6.28
★ Schenectady ...	400.7	106.7	102.6	18.88
★ Syracuse ...	361.9	107.3	103.2	40.31
Troy ...	316.5	103.1	99.1	11.33
★ Utica ...	328.2	104.2	100.2	15.59
<b>North Carolina</b>	562.2	103.6	99.6	384.63
★ Asheville ...	432.6	104.2	100.2	11.72
Charlotte ...	565.1	99.1	95.3	28.25
Durham ...	439.7	103.6	99.6	11.52
Greensboro ...	706.4	103.8	99.8	20.70
★ Highpoint ...	533.7	105.7	101.6	7.63
★ Raleigh ...	545.5	109.1	104.9	14.62
Salisbury ...	437.5	103.0	99.0	5.12
Wilmington ...	522.6	100.6	96.7	8.05
★ Winston-Salem ...	538.9	106.4	102.3	16.55
<b>North Dakota</b>	439.4	101.2	97.3	74.12
Fargo ...	425.1	101.2	97.3	9.10
<b>Ohio</b>	434.2	103.5	99.5	1145.11
★ Akron ...	422.5	106.9	102.8	48.17
Canton ...	378.7	100.9	97.0	20.87
Cincinnati ...	368.9	102.3	98.4	89.32
★ Cleveland ...	362.2	104.3	100.3	160.09

## You Can Always Sell More to the BEST FAMILIES

In Bristol County . . . with more than a half-billion dollars of buying power . . . that means Taunton families. Theirs is the highest income of the county's three major markets.

### \$90 MILLION INCOME

These preferred families offer you a \$57 Million income target. 90% of them read the Taunton Gazette. No other newspaper can give you this bullseye selling in the city of Taunton—can match the Gazette's coverage of the entire \$90 Million A. B. C. market.

## Taunton Gazette

Established 1884

TAUNTON, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

## ROME, N. Y. One of Nation's "Hottest" Cities

Saleswise, Rome is red-hot! Rome out-ranks most of the nation's cities in monthly sales gains over 1955. It was the 4th best High-Spot City in the U.S. in October, 8th best in November . . . AND the No. 1 city in New York state for the past seven months!

Rome is B-O-O-M-I-N-G! Of the two metropolitan centers in Oneida County, Rome alone is making steady, powerful sales gains . . . and has the higher family income, with median consumer spending unit income over \$4,000.

Only the Rome Sentinel covers Booming Rome—hub of a \$129,000,000 retail market.

## ROME DAILY SENTINEL

ABC 17,303

ROME, N. Y.

Call, wire or write  
W. S. DeHimer, Adv. Dir.,  
for complete merchandising and  
marketing services to supplement  
your campaign.

## Our Food Bill: \$52,526,000 \$1,018 Per Family

Local families push a huge load of groceries up to the check-out counters—average \$1,018 for food...to rank this area 28th in quality among the country's 260 metropolitan markets.

Large-scale industrial employment and high wages account for it—assure an ever-booming potential for food product advertisers in the growing Ruhr of America.

For the largest possible share of this \$52.5 Million food market, advertisers' first choice is the Chronicle-Telegram... tops in the county in news coverage and lineage—reaching 97% of Elyria homes, 77% of the trading area's.

### Chronicle-Telegram

"The Family Newspaper"

## ELYRIA, OHIO

21862 Circulation —

DOUBLE the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

## No Slow-Down on THIS Curve

Our automotive sales curve, that is. The Little Falls automotive sales index is 54% above the corresponding state figure—49% above the index for all New York state cities.

Of course we're a small market—but who's talking about size? What counts is sales power and coverage. And we've got both—in this case a better automotive market, person for person, than you'll find in many big cities—and newspaper coverage that delivers Little Falls and more—75% of this entire market of 30,000 people with \$5,700,000 automotive sales.

### Little Falls Times LITTLE FALLS N. Y.

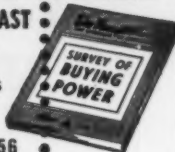
Represented by

The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR DECEMBER, 1956

#### RETAIL SALES FORECAST

(S.M. Forecast for December, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	December
1955	1955	1955	1956

#### Ohio (cont.)

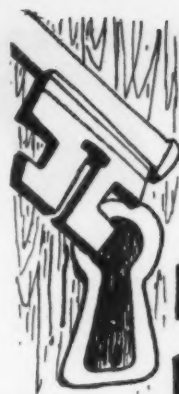
★ Columbus	442.7	106.2	102.1	74.06
Dayton	494.5	103.7	99.7	55.33
Elyria	496.8	100.4	96.5	6.66
★ Hamilton	550.8	104.2	100.2	12.12
Lima	388.4	97.1	93.4	9.36
★ Lorain	495.0	104.3	100.3	8.96
★ Mansfield	496.6	104.4	100.4	11.22
Middletown	412.8	97.2	93.5	6.52
Portsmouth	363.2	96.1	92.5	7.41
★ Springfield	447.6	105.0	101.0	14.46
★ Steubenville	369.2	108.4	104.2	9.45
Toledo	369.4	98.7	94.9	51.09
Warren	506.3	102.6	98.7	11.54
★ Youngstown	363.3	104.1	100.1	30.48
Zanesville	368.5	101.9	98.0	7.77

Oklahoma	450.6	104.2	100.2	249.78
★ Bartlesville	487.8	114.0	109.6	4.20
★ Muskogee	399.7	109.6	105.4	5.44
★ Oklahoma City	520.1	104.1	100.1	50.19
Tulsa	551.0	102.6	98.7	39.23

Oregon	506.1	112.4	108.1	241.77
Eugene	577.1	98.6	94.8	10.96
★ Portland	454.5	114.6	110.2	87.67
★ Salem	478.5	108.3	104.1	10.19

#### Pennsylvania

	377.9	104.3	100.3	1279.30
★ Allentown	409.0	106.3	102.2	20.90
★ Altoona	275.6	104.5	100.5	9.26
Bethlehem	371.4	101.9	96.0	8.47
Chester	449.5	103.3	99.3	12.41
Erie	430.7	102.1	98.2	21.88
Harrisburg	405.0	103.7	99.7	21.42
★ Hazleton	283.5	106.1	102.0	5.19
★ Johnstown	328.6	105.7	101.6	12.39
★ Lancaster	386.5	105.8	101.7	14.49
★ Norristown	434.9	105.9	101.8	7.74
★ Oil City	299.2	109.4	105.2	3.05
Philadelphia	350.5	103.4	99.4	282.36
★ Pittsburgh	324.9	107.6	103.5	115.14
Reading	326.0	100.4	96.5	18.77
★ Scranton	281.0	106.5	102.4	16.64
Wilkes-Barre	281.3	100.6	96.7	12.26
Williamsport	344.3	101.2	97.3	7.78
York	453.9	100.3	96.4	14.25



## Key to Penn's 3rd largest market

Smart manufacturers are opening the door to bigger sales by covering strategically important Bethlehem from within. How? By investing in more space in the vital Globe Times than ever before — because it's the *only* paper that covers Bethlehem (outside papers don't even reach 1/3 of the market). Is the Globe Times on your schedule?

### The Bethlehem Globe-Times

Roland L. Adams, Publisher

Represented nationally by Gallagher-DeLisser, Inc.

## Altoona, Pa. is a good TEST MARKET

... as many important  
factors PROVE!

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

### ALTOONA'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER  
Advertising Manager

# Altoona Mirror.



# RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

	City		City		City		City	
	Index	Index	Index	Index	Index	Index	Index	Index
	1956	1956	1956	1956	1956	1956	1956	1956
	vs.	vs.	vs.	vs.	vs.	vs.	vs.	vs.
	1939	1955	1955	1956	1956	1956	1956	1956

## Rhode Island

	324.4	99.5	95.7	96.53
Newport	297.8	97.0	93.3	4.26
Providence	288.4	99.7	95.9	39.95
Woonsocket	304.4	100.3	96.4	6.18

## South Carolina

	501.0	102.4	98.5	179.81
Charleston	464.0	102.0	98.1	14.20
Columbia	489.2	99.6	95.8	17.07
★ Greenville	552.7	105.6	101.5	15.14
Spartanburg	427.9	103.4	99.4	8.34

## South Dakota

	409.6	101.7	97.8	74.95
Aberdeen	409.2	101.8	97.9	4.09
★ Rapid City	655.4	109.4	105.2	7.41
Sioux Falls	386.3	95.7	92.0	9.46

## Tennessee

	482.9	102.4	98.5	316.39
★ Chattanooga	438.6	105.0	101.0	25.75
Knoxville	432.3	94.1	90.5	23.95
Memphis	489.4	103.5	99.5	69.69
Nashville	457.1	103.8	99.8	38.62

## Texas

★ Abilene	562.1	104.0	100.0	1095.37
	673.4	106.4	102.3	10.44

## Texas (cont.)

Amarillo	726.3	99.4	95.6	20.12
★ Austin	547.4	105.6	101.5	22.99
★ Beaumont	549.0	106.9	102.8	17.40
Corpus Christi	669.4	101.8	97.9	22.43
Dallas	601.1	100.0	96.2	109.22
★ El Paso	705.3	107.0	102.9	28.99
★ Fort Worth	651.5	107.5	103.4	63.65
★ Galveston	397.1	111.2	106.9	10.36
★ Houston	654.2	109.6	105.4	133.39
Laredo	515.7	101.0	97.1	5.36
Lubbock	902.2	100.8	96.9	20.03
Port Arthur	421.6	98.5	94.7	9.32
San Angelo	535.5	98.6	94.8	8.94
San Antonio	598.5	99.5	95.7	64.75
Texarkana	420.2	99.5	95.7	6.97
Tyler	506.8	101.7	97.8	9.12
Waco	555.0	98.1	94.3	14.43
Wichita Falls	520.5	99.5	95.7	12.86

## Utah

	491.9	106.9	102.8	90.71
★ Ogden	477.6	107.6	103.5	9.79
★ Salt Lake City	476.4	106.8	102.7	37.97

## Vermont

★ Burlington	400.7	115.8	111.3	7.13
Rutland	285.7	99.9	96.1	3.46

## Virginia

	533.1	102.2	98.3	361.78
Danville	416.4	100.7	96.8	7.08
Lynchburg	355.3	101.5	97.6	7.96
Newport News	529.5	101.8	97.9	10.54
Norfolk	664.1	102.2	98.3	37.72
Portsmouth	640.6	100.3	96.4	11.08
Richmond	381.7	100.8	96.9	43.43
★ Roanoke	432.3	108.8	104.6	16.43

## Washington

	464.7	102.2	98.3	334.74
Bellingham	337.4	97.3	93.6	5.70
Everett	402.1	103.4	99.4	7.92
Seattle	426.3	102.1	98.2	93.41
Spokane	458.9	103.3	99.3	31.62
Tacoma	453.1	103.7	99.7	26.24
Yakima	450.4	98.1	94.3	10.81

## West Virginia

	372.5	102.2	98.3	162.58
Charleston	414.3	103.3	99.3	19.06
Huntington	413.5	102.9	98.9	13.56
Wheeling	326.9	98.3	94.5	10.95

## Wisconsin

	412.6	107.6	103.5	474.75
★ Appleton	505.0	110.9	106.6	8.48
★ Beloit-Janesville	416.0	104.3	100.3	11.02
★ Green Bay	418.0	108.3	104.1	11.58
Kenosha	419.7	100.5	96.6	8.81
★ La Crosse	424.2	111.2	106.9	9.16
Madison	394.9	99.7	95.9	18.40
★ Milwaukee	383.5	110.2	106.0	116.16
Oshkosh	369.0	100.4	96.5	7.27
Racine	413.2	102.4	98.5	11.69
★ Sheboygan	376.6	107.2	103.1	7.19
★ Superior	292.8	106.6	102.5	4.51

## Wyoming

	406.1	102.0	98.1	43.98
Casper	595.0	103.7	99.7	7.26
Cheyenne	474.7	100.2	96.3	6.88

# RETAIL SALES FORECAST (S.M. Forecast for December, 1956)

	City		City		City		City	
	Index	Index	Index	Index	Index	Index	Index	Index
	1956	1956	1956	1956	1956	1956	1956	1956
	vs.	vs.	vs.	vs.	vs.	vs.	vs.	vs.
	1941	1955	1955	1956	1956	1956	1956	1956

## CANADA

	384.6	103.0	100.0	1379.30
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## Alberta

★ Calgary	436.7	119.1	115.6	23.58
Edmonton	515.8	102.5	99.5	25.69

## British Columbia

★ Vancouver	428.4	106.6	103.5	64.65
Victoria	299.9	96.5	93.7	11.45

## Manitoba

Winnipeg	255.1	101.2	98.3	36.20
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## New Brunswick

Saint John	257.8	100.1	97.2	6.63
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## Nova Scotia

Halifax	236.1	98.8	95.9	12.54
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## Ontario

Hamilton	303.5	102.4	99.4	27.43
London	359.8	96.2	93.4	14.93
Ottawa	282.2	98.8	95.9	23.90
Toronto	318.2	101.0	98.1	132.23
Windsor	261.3	92.1	89.4	14.55

## Quebec

★ Montreal	328.1	104.5	101.5	134.50
Quebec	291.6	96.8	94.0	19.16

## Saskatchewan

★ Regina	344.1	105.6	102.5	13.56
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# Plus +

## Abilities To Buy

• Spot your product where folks have the money to buy it! Nearly half of Woonsocket spending units are in the \$4000-and-over group. Reach this 100,000-plus market through its one-and-only daily, the—

# WOONSOCKET CALL

Representatives: Gilman, Nicoli & Ruthman  
Affiliated: WWON, WWON-FM

## COVERS RHODE ISLAND'S PLUS + MARKET

## NEWPORT RHODE ISLAND'S RICHEST MARKET

Newport County families . . . with the highest income in the state . . . spend \$140 for drug store products—23% more than the average U.S. family.

Newport is a quality drug market . . . that responds freely to advertising. But it's isolated, outside the state's only metropolitan market. To sell it in proportion to its potential, there's only one choice—

## The Newport Daily News

Newport County's Only Daily

Largest Circulation  
in Southern Rhode Island

Represented by  
The Julius Mathews Special Agency, Inc.

# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

**THEY ALL HAVE**

**ONE THING IN COMMON —**

**FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

## FAST FOOD

the magazine serving counter  
and fountain restaurants

**386 FOURTH AVE.  
NEW YORK 16, N. Y.**



## Contest Produces Low-Cost Advertising Testimonials

Tucked near the bottom of an advertisement run by Stran-Steel Corp., Detroit, in the *Nebraska Farmer*, was the admonition: "Ask your nearest Quonset dealer about the Quonset Bonus Harvest Contest."

Dan O'Connell, of Holdredge, Neb., followed the instructions in the ad and today he is \$1,000 richer. He entered the contest—won first prize—and in doing so, was one of hundreds of prospects for Stran-Steel's Quonset buildings who provided C. V. Blackburn, vice-president, sales, with some 200 good testimonials to be used in promotion.

Sales Vice-President Blackburn paid out in his Bonus Harvest Contest \$4,325 in prize money for winners and dealers, and about \$3,000 for expenses connected in judging, advertising and promotion. "We wanted to obtain testimonials at the lowest possible cost," says Blackburn, "to regionalize ads in state farm magazines." Stran-Steel did just that.

The contest, publicized by space advertising and through the *Quonset Farmstead News*, handled by Blackburn's agency, Campbell-Ewald Co., was open to any farmer owning a Stran-Steel building. All he had to do was to tell Stran-Steel how his building earned money or saved time and labor for him.

To create interest among dealers, Blackburn offered them \$425 in silver dollars, plus \$50 Stetson hats. These prizes went to the eight dealers in the territories of the eight contest winners.

Blackburn had the checks presented to the winners by the local Stran-Steel dealer. The company zone or district manager was on hand at each presentation.

Before Blackburn sought to obtain testimonials by this contest, promoted through space advertising, he had obtained them on individual field trips, which proved to be time-consuming and costly.

**The End**

## Do You Remember Their Names and Faces?

If you read the article beginning on page 38 you were introduced to these men. You were told their names, their companies and you were acquainted with Dr. Bruno Furst's method for recognizing each by name. Can you identify each correctly? (Ed. note: We've juggled the sequence of the pictures.)

If you recognize most of them, try the same method in everyday life, and you will be surprised how much better your memory for names, faces and facts becomes after a few weeks of training.



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## Sales Management

### ADVERTISING SALES

#### DIRECTOR OF SALES

John W. Hartman

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Sales Director

Caroline Cicoffi

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Patricia Simon

### DIVISION SALES MANAGERS

**New York**—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760.

**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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## THE SCRATCH PAD

By T. Harry Thompson



An Italian barber with the non-Latin name of "Noah" once told me: "Thee barba-shop is no place to talk politics or relij." Neither is a column in a marketing magazine. The election is over. Let's concentrate on those Christmas sales.

•  
GHOST-TOWN: An amusement-park in winter.

•  
Theme for a high-powered gasoline: *Liquid Lightning*.

•  
When you're waiting for a taxi, you wonder where the Yellow went.

•  
For vast numbers of people trying to reduce, why doesn't someone come up with a trousers-belt neatly calibrated in inches?

•  
Legends are difficult to document but, apocryphal or not, I like what Groucho Marx is supposed to have said when invited to join a certain club: "I wouldn't want to belong to any club that would have me for a member."

•  
Add airwave cliches: "You just pop it in the oven and it comes out piping-hot and golden-brown."

•  
Schick Shaver shows you a "beard's-eye view" of the shaving-head. Nice!

•  
Fletcher Knebel says people who live in glass houses shouldn't throw parties.

•  
Warner's gets a neat twist: "How to keep the wolf at the door."

•  
Fuller Explanation Dep't.: When I said that *Tourist Court Journal's* Bob Gresham reported the Gillette March being played between halves of high-school football games, a few readers wondered what that was all about. I should have covered that sooner. Bob was commenting on an editorial here about the way Anheu-

ser-Busch and Oldsmobile (to cite two) had got collateral advertising out of songs mentioning their brands. The Gillette March is the one played on The Gillette Cavalcade of Sports . . . "To Look Sharp, to Feel Sharp, etc." All clear?

•  
SOCIALIZED MEDICINE: When women get together and discuss their operations.—*Clipped by Joy Gallagher*.

•  
In his Smokey Stover strip, Bill Holman has one moth crooning to another: "You came to me from out of mohair."

Ray McKinley, talented Texan who conducts the regrouped Glenn Miller Band, says life in Hollywood is a little too frenzied for him. For example, he knows a girl out there who has a charge-account at the marriage-license bureau.

•  
HIGH GOVERNMENT OFFICIAL: Topsy congressman.—*J. G.*

•  
When a 9-year-old French girl (Minou Drouet) writes prose like: "The stars slip like tears down the smooth cheek of night," some of us grown-up hatchet-and-saw men ought to rack up.

•  
"Every man longs to marry a good cook, a witty companion, a skilful housekeeper, and a devoted partner," it says here. Some fellows would call that bigamy.

•  
Curtain-line, courtesy of *Grit*: "The best way to get rid of worries is to let them die of neglect."

### Is Stopper-Writing a Lost Art?

In advertising writing, you know what a Stopper is, of course . . . a headline that is provocative, ingenious, memorable, and not lazy like "Saves time and money."

To pin it down, a Stopper should be memorable first of all. Then it won't matter whether such memorability is achieved by cleverness or contrived impact.

Why, after some 25 years, do you remember Steinway's Stopper, "88 Keys to Happiness"? Because, when you saw it, you recalled that the standard pianoforte has 88 keys, and that "keys to happiness" is an accepted idiom.

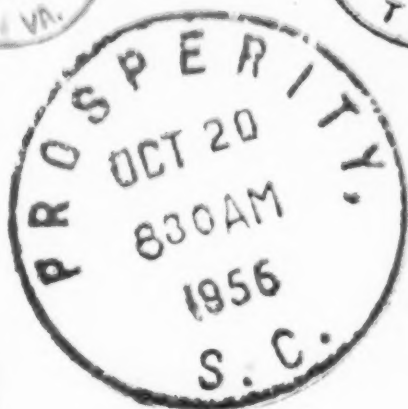
Why do you remember the Bermuda Trade Board's Stopper, "So near and yet so foreign"? Because it was a palpable play on an established phrase.

Why do you remember the Noiseless Typewriter's Stopper written 40 years ago, "Noise derails the train of thought"? Because railroad-trains are sometimes "derailed" and because "train of thought" is a locution as old as locomotion.

And why do I ask if Stopper-writing is a lost art? Because my early schooling in copy-writing taught me to strive for the Stopper-type of headline instead of the commonplace, provided the Stopper was not achieved at the expense of sales-impact; and because I have made it a hobby to look for Stoppers in every printed advertisement I see; and because I find fewer and fewer headlines which qualify.

As you page through publications, make it a game to spot the Stoppers. Notice how sparse they are today!





*All postmarks are actual reproductions. Post offices mentioned in the text really exist.*

**Grit is a textbook on how to interest—  
and sell—small-town families**

In 16,000 nonsuburban small towns throughout the nation, Grit speaks Lowder (Ill.) and with more Power (Mont., W.Va.) than any other publication. That's because of Grit's circulation concentration in small towns of less than 2500. The exact figure is 58.53%—high above that of any other national magazine. About 4 million people read Grit every week.

It takes a very special editorial viewpoint to enthuse small towners. Grit is a textbook on the subject. Its news is weighted on the human-interest side (soldier talks to mother after 11 years' separation). Its service features are down to earth and immediately useful (food, patterns, bringing up the family, how-to-do-it for the handyman). Its entertainment is as wholesome—and as much fun—as a square

dance (fiction by people like Clarence Budington Kelland; comics like Blondie; short features like Pet Peeve, Bright Saying).

Grit is to small towners what the New Yorker is to sophisticates. It breeds the same kind of loyalty, the same kind of advertising response. Again and again, Grit has proved that its advertisers can count on an ever-growing share of the small-town market.

Whether it's the Man (W.Va.) or the Dames Quarter (Md.) that interests you, Grit can increase your sales—economically. A big-space, year-round campaign can cost as little as *one* full-page ad in a mass-audience magazine!

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



# What's hot when it's cold in Chicago?



**C**onrad Nasal was a member of the Conservative Party who never ventured forth in the sneezin' season without ear muffs, galoshes and long red insulators.

As president of Nasal Remedies Inc., he battled colds with nose drop and lozenge. Nasal thought the common cold was common everywhere, so advertised his remedies widely with emphasis on coastal areas where he figured humidity was highest. He concluded that the midwest, being inland, was comparatively dry—so less susceptible to colds.



But along came Joe with a full-blown nose.



Joe had caught his death of damp foolishness plodding Windy City pavements for the Chicago Tribune advertising department.

"Take it from a nose that knows," sneezed Joe, "Chicago is a hot market for cold remedies."



Research proved Joe right.

Medical experts agree that high humidity, crowds and run-down physical conditions are important cold producers. Chicago is more humid in winter

than the upper east coast because of air currents from the Gulf and proximity to Lake Michigan.



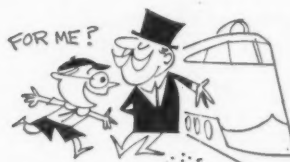
Almost all Chicagoans are subjected to crowds, and the city's breakneck pace keeps its population poohed. Its 762,000 beautiful working dolls, who often sacrifice warmth for whistles, are prime prospects for the sniffles.



So if you sell anything from antibiotics to hot-buttered zombies, remember the cold-catching candidates in the Chicago market. If you sell anything else, remember that the Chicago Tribune knows its onions when it comes to facts that will help you solve your Chicago marketing or sales problems.



## Nobody knows Chicago like the Tribune



The Tribune has spent several million dollars to find out who your best customers are, where they live and shop, why they buy. These facts are yours for the asking.

## Nothing sells the Chicago market like the Tribune

Retail sales in Chicago and the 206 Chicagoland counties are big—valued at \$17 billion. And the best way to sell this market is through the Tribune. Does it pay? Just ask Sara Lee, Northwest Airlines, Edgar A. Stevens, Thomas Cook & Son.



People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like waltzing in Vienna. Almost everybody does it. Practically 3 out of 4 families in the Chicago metropolitan area read the Tribune—almost half of all the families in 839 midwest towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 10 tunes in on an average evening TV show.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember...



if you want to SELL Chicago

TELL Chicago in the

# Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

